**Research No: 125**

**Dr. M. Matiur Rahman, Prashanta Kumar Roy (2004-05)**

**Resource Pool: A Study on the Scholars of Bangladesh**

Keywords: ACAD, BPATC, Training, Government Officials, Human Resources.

**Background:** Development of a nation depends on proper leadership supported by a group of ‘able people’– civil servants in particular. Strong, pro-people and skilled bureaucracy is essential for good governance and national development. Civil Service Officials must have the capability to foresee and predict the future ahead. We need to develop officers and their skills to meet future challenges. It is our urge that it is an important task that the national assets, the scholars of this soil at home and abroad, should come forward to form a thrusting force to rescue or save the nation from all sorts of inconsistence, corruption and irregularities. To materialize the expectation, BPATC took some innovative steps. One of those initiatives was a research project entitled ‘Resource Pool: A Study on the Scholars of Bangladesh’ with the following specific objectives: (a) to form a pool of national scholars to meet the academic needs and bring together the name, address, discipline, present working position and location of the scholars; (b) to explore their skills and contributions to related fields; (c) to cluster the scholars on the basis of their knack, expertise, and field of interest; (d) to prepare a website, CD, and hardcopy of scholars of Bangladesh.

**Methodology:** The study was done on the basis of a field interview with the scholars followed by computer compilations, CD writing & printing a report. The study carried out in two phases. A questionnaire was developed and targeted people were interviewed. An advertisement was published in the daily newspapers with a request to fill up the questionnaire. Primary information was also collected through letter, email, and fax in addition to field visits. The scholars were grouped according to their discipline, field of expertise and interest . Finally, along with a report on the scholars with different aspects of academic interest a report and a CD were prepared for readily available information about the think tank/knowledge bank.

**Findings:** The research found that the percentage of academic professional scholars was the highest (i.e. 76%). Among the scholars, 74% was Ph.D. holders. The percentage of scholars was the highest in Engineering followed by Language and Business Administration. The percentage of scholars was higher in Science than other disciplines. The percentage of tri-language experts was highest with Japanese as the third language. Comparatively the aged scholars were having Ph.D. The percentage of MS/Ph.D. holders in core civil servants was vary negligible, only 0.20%. There are ample opportunity to develop our civil service courses, academic study and research. Consortium development, i.e. collaborative program taking the international complex of BPATC as a venue is very much imperative to this end. Creation of pro-poor and pro-people attitude in civil servants through long-term training and academic exercise is necessary. The curricula should be prepared depending on our local needs by our scholars and experts of the related field.

**Recommendations:** The study recommends that BPATC should take the lead role in developing the civil servants of Bangladesh. It should continue mobilization of local resources to support the program of developinf the civil servants. The program should be in collaborating with the Ministry of Establishment. The resource pool should be developed into a knowledge-based national pool. As this country is poor, the provision of higher/long-term studies in abroad should be discouraged. More effective training/academic studies can be conducted at home with the assistance of our scholars. Online updating system can be incorporated with the approval of the Ministry of Establishment. A comprehensive strategy and planning is needed for grooming upthe newly recruited civil servants. A close link between the BPSC & the BPATC is imperative to this end. A scheme to pick up scholars and talented students in civil service can be taken through the BPSC. Career planning is also mandatory to attract the talents of the nation to from an able group of people to face the challenges of the future. Pay structure should be rationalized; if possible the talented should be paid higher salary because national interest is the top priority.

**References:**

A MM Shawkat Ali (2004), Bangladesh Civil Service: A political Administration Perspective, The University Press limited, Dhaka.

A S Hornby (1999), Oxford Advanced Learner’s Dictionary with Worksheets, Oxford University Press, great Clarendon Street, Oxford OX2 6DP.

Handbook of Research Methods in Public Administration Edited by G J Miller & M L Wicker (1999), Markel Derker, Inc. New York, Basel, Hong Kong.

Professor Emazuddin Ahmmed (1994), Bangladesh Public Administration, Dhaka University, Dhaka.

Report, Civil Service College International, January, 2008, Singapore.

The Constitution of Bangladesh (As modified up to 31st December,1998), Ministry of Law, Justice and Parliament Affairs, People’s Republic of Bangladesh.

**Research No: 126**

**Dr. Ferdousi Begum, Prosanta Kumar Roy (2004-05)**

**Role of Public Sector in Resource Management: A Case Study in Costal Area of Bangladesh.**

Keywords: Resource Management, Government Officials, Bangladesh, Costal Area.

**Background:** Wetland is the heart of natural resources that predominantly characterizes the coastal area. Civilization started with agriculture in the wet land adjacent to the water bodies such as large river, bays and seas. Bangladesh is basically a deltaic land situated at the slope of Himalayas and blessed with a large coastal area with the unique features of the largest mangrove forest of the world, the Sunderbans. The coastal land area along with the economic marine zone is highly enriched with diversified flora and fauna. People of different parts of the world came and settled here clearing the mangrove forest. Today, it has reduced to a point of its non-existence. People of this country could not manage it properly. Public sector officials, in particular, the Forest Department, have destroyed the resources for individual benefit. It is very much profound in the use of resources and people’s benefit of the coastal area.

**Methodology:** The research made in-depth and vigorous studies with four types of questionnaires. Two types of local people and two types of public officials of two districts were interviewed. Also, group discussions were held with these people. The study explored the potentiality of the coastal resources and their present status. Data were collected through interviews from 12 Upazila-level and 12 District-level officers that were involved in coastal resource management. The research team also conducted a meeting with 221 officers at the district and the Upazila levels followed by group discussions with those officers and local Union Parishad Chairman and members. They described the damaging roles of the public officers such as bribing and collaborative destructive activities such as poisoning of fishes and killing the deers and tigers.

**Findings:** Costal resources are the blessing for the nation. Coastal area represents one third of the country that covers 133 Upazilas of 19 coastal districts. Coastal area covers 70% of the total Rain-fed crop area of the country. Costal resources have huge economic importance and we need to protect it; Public sector corruption and negligence are the major impediments to coastal resource management; Indiscriminate exploitation of the resources leads them beyond their regeneration capacity; Harmful project like unplanned shrimp farming leads to severe damage to the environment and society; Lack of independent authority, police and proper action is the main obstacle to manage the resource properly.

**Recommendations:** The study suggested some pragmatic recommendations with a comprehensive action plan to achieve the goal of sustainable resources management. Effective policies should be formulated for coastal resources management. Government may think of the involvement of NGOs in resource management. Zoning of different agricultural activities should be taken immediately with effective land use policy. Measures should be taken to eradicate the bad practice of corruption by the government Officials. Immediate steps should be taken to resist unauthorized fishing by the neighboring countries. Effective acts should be enacted with provision of enforcement. An independent coastal resources management authority/board should be establish. An integrated coastal resources management program should be introduced. People’s participation should be ensured in coastal resources management.

**References:**

A. Clemett et. Al (2000), Symposium Proceedings on Peoples Livelihoods at the Land Water Interference.

A. Nisat et. Al. (ed.) (1993), Fresh Water Wetlands in Bangladesh: Issues and Approaches for Management.

Bangladesh Agricultural Research Council (1998), Task Force Reports on Agricultural Research and Development Plan for the Coastal Region of Bangladesh.

BBS, 2000 (1999), Statistics Year Book of Bangladesh, Bangladesh Bureau of Statistics, Dhaka bangladesh.

The Blues of Revolution, ISA Net and APEX, Philippines (2003), Bangladesh Community Based Property Rights and Human Rights: An Overview of Resources and Legal and Policy Developments by Barakat A & Roy K Prosanta.

Hamid Akhter M et. al. (1998), Shrimp Rice Farming System in Bangladesh, The University of Queensland.

Islam, Rafiqul M (ed.) (2004), where Land Meets the Sea: A Profile of the Coastal Zone of Bangladesh. The University press Limited, Dhaka.

Mia, Abdul Halim & Islam, M. Rafiqul (2005), Coastal Land Uses and Indicative Land Zone, Dhaka, June, 2005.

Ministry of Environment and Forest (1995), National Environment Management Action Plan.

**Research No: 127**

**Dr. Meghna Guhathakurta, Md. Morshed Alom (2004-05)**

**South Asian Economic Integration: Challenges and Opportunities for Bangladesh**

Keywords: Bangladesh, South Asia, Economics, Trade, SAARC, SAFTA, LDC.

**Background:** This study is based on an analysis of the SAFTA agreement and patterns of trade of Bangladesh with the other six SAARC countries. Regionalism in international trade has grown rapidly in the last decades in the form of regional trading blocs often known as Regional Integration Arrangements (RIAs). This is one of the major developments of the recent international relations. Formation of trading blocs took place among the developed countries as well as among the developing countries. Now regionalism is rather viewed as complements to the development of multilateralism. Regional arrangements have allowed group of countries to negotiate rules and commitments that go beyond what was possible in multilateral negotiations.

**Methodology:** This study was mainly based on secondary data which were collected from different sources. Agreements of ASEAN and SAARC provided with information for context analysis on the nature of economic integration of regional trade blocs. Data for analyzing trade patterns between Bangladesh and other six SAARC countries (Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka) were collected from Bangladesh Bank documents. In addition, books, academic journals, newspaper reports and the Internet had been the important sources of information for this study. Besides these, expert opinions were collected through interview methods.

**Findings:** Some challenges Bangladesh needed to fend off in South Asian economic integration. Only 2.3% of Bangladesh’s total export went to the SAARC countries in the financial year of 2004/05. On the other hand, 17.7% of Bangladesh’s total import came from the SAARC countries in the same financial year. Thus, trade deficit of Bangladesh against SAARC had increased gradually during the studied 15 financial years. Trade deficit of Bangladesh against SAARC was Tk. 531 crore in the financial year of 1990/91. This deficit rocketed to Tk. 12,302 crore in the financial year of 2004/05. Bangladesh’s trade with SAARC was further complicated by the fact that out of the total trade deficit against SAARC, 96% was against India and 4% against Pakistan. While the average annual trade deficit of Bangladesh against SAARC in the 15 years was Tk. 4800 corer, average annual trade deficit against India alone was Tk. 4576 crore. The third challenge for Bangladesh in SAARC comes from food security. Bangladesh is heavily dependent on her neighbors for import of cereals. Bangladesh annually imported cereals on an average of Tk. 1064.60 crore from India and of 44.22 crore from Pakistan in the studied 15 years. Other challenges include long sensitive list of the contracting states, harmonization of standards, customs procedures, tests and elimination of non-tariff barriers.

**Recommendations:** The study recommended that by taking the opportunities of the SAFTA rules of origin, Bangladesh should take initiatives for bilateral and multilateral negotiations in SAARC to minimize the sensitive lists of the non-LDCs for harmonization of standards, customs procedures and mutual recognition of tests and for elimination of other non-tariff and Para-tariff barriers. Moreover the implementation dates by the non-LDCs may be revised through negotiations and make them shorter considering economic integrations in the EU and ASEAN. Bangladesh must stride for food self-sufficiency. This will reduce dependency on neighbors for food supply, enhance food security and narrow down trade deficits between Bangladesh and SAARC countries.

**References:**

Alam, Chaklader Mahabubul, “The EU: More question than answers after the Irish referendum” The Daily Star, October 28, 2002.

Alom, Md. Morshed, “Recent Trends in Global Economic Relation: Challenges for South Asia:, PROSHIKHYAN, A Journey of Training and Development, Vol. 11, No.2, July-December, 2003, pp. 35-54

Barai, Munim Kumar, “Regionalism in International Business: South Asian Perspective”, Journal of International Relations, Vol.4, Nos.1-2, July-June 1996-97, pp. 51-72

Bayes, Abdul, “Trade Policies: The slip between the cup and the lip”, The daily Star (December 10, 2002)

Latham, A.J.H., The Depression and the Developing world: 1914-1939 (Croom Helm Ltd., London, 1981.

Rashid, M. Ali and Rahman, A.K.M. Atiqur, “Implementing the South Asian Free Trade Agreement (SAFTA): Challenges and Possible Roadmap”, BIISS Journal, Volume25, Number4, October 2004, pp. 301-326.

Rahman, Mustafizur, “SAFTA Accord: Salient Features and Challenges Realizing the Potentials”, in Regional Cooperation in South Asia, CPD, UPL, 2006, pp. 213-246.

Todaro, Michael P, Economic Development in the Third world (Longman Publishing, New York, 1992)

World Bank, Trade Blocs: A World Bank Policy research Report (Oxford University Press, New York, 2000).

**Research No: 128**

**Dr. M. Matiur Rahman, Prosanta Kumar Roy (2004-05)**

**Follow-up Study on Effectiveness of Senior Staff Course (SSC)**

Keywords: Senior Staff Course, BPATC, Training, Government Officials, Effectiveness.

**Background:** Training was considered to be an investment and a means to develop human resources for increasing efficiency and productivity of an organization.BPATC, an apex-training institute, is mandated to impart training to public managers. The Senior Staff Course (SSC) is one of the core courses of the centre. This course is designed and organized for the senior officers that are Joint Secretaries to the government and/or their equivalents from public enterprises, corporations and the armed forces. Along with many factors, globalization forces many changes in the public sector management. Customer satisfaction is the prerequisite of good public management today. In this changing environment, BPATC thought to evaluate the status of its training quality and application of the same in the working field. From this point of view, the Board of Governors (BOG) of the centre took a decision to accomplish a follow-up study on the effectiveness of the core courses. The present follow-up study tried to understand the Effectiveness of Senior Staff Course (SSC) at BPATC and identify their training needs and suggest some measures for their professional development.

**Methodology:** The study was based on data collected through a detailed questionnaire. Two workshops were conducted with the participation of the Joint Secretaries to the government of Bangladesh who had undergone SSC at BPATC. In the workshops the present curriculum of SSC was distributed and discussed thoroughly.

The following techniques were applied in collecting data: (a) Personal interviewes were conducted with a detailed questionnaire. (b) The present course contents were supplied to the participants at the workshop to determine its effectiveness. (c) The participants gave their opinion, whether the existing methodology, curriculum, techniques were effective or not. (d) Open floor discussion was held to explore the weaknesses and gaps of the training under the study in the workshop.

**Findings:** The research findings indicated that the effectiveness of SSC training largely depends on two major factors- efficient & quality training and effective application of the benefit (i.e. knowledge/skill) of training at work places. All the respondents supported necessity of the SSC for the Joint Secretaries strongly. They urged to modify the objectives to make those exhaustive covering all dimensions of human resource development. They opined to extend the course duration up to 90 days instead of 75 days. The respondents preferred the analytical and in-depth studies like syndicate/group work and seminar paper preparation and presentation methods instead of lecture and discussion.

**Recommendations:** The major recommendations on two broad headings are: (a) Training Perspective: All Joint Secretaries should undergo the SSC training; Objectives should be modified according to the comments of the respondents; BPATC authority may consider the extension of course duration along with the foreign tour within the training period; Nomination can be made depending on the training background forming groups with same level of knowledge and skill; Emphasis should be given on analytical and in-depth study followed by discourse method of training; High learning intensity of each module should be ensured; Presentation of the facilitator should be monitored regularly; Handout should be distributed at least one day prior to the training session. (b) Working field perspective: Modernization of administration structure with e-governance would be done by the government; Decentralization of power and function would be ensured by the government; Attitude of the officers should be broad, pro-people and more client/customer oriented; Attitude and behavior of the officials should be codified; Minimization of tiers in file disposal system; Accountability in bureaucracy should be ensured; Supportive and positive attitude of the colleagues should be developed; Too many committees and meetings should be rationalized.

**References:**

Bhuiyan, Musharraf Hossain and Jamil, Kanka (1996): Increasing Effectiveness of the Senior Staff Course of BPATC: A Study of Curriculum and Methodology, BPATC, Savar, Dhaka.

Hossain, Dr. Ekram and Imam, Kazi Hasan (2002): Curriculum Development and Evaluation of Senior Staff Course, BPATC, Savar, Dhaka.

Wahiduzzaman, M (1989): Assessment of Training Needs to Senior Civil Servants: A Case Study, BPATC, Savar, Dhaka.

**Research No: 130**

**Dr. M. Matiur Rahman, Md. Morshed Alom (2004-05)**

**Introducing E-governance in Bangladesh: An Assessment of E-readiness of Government Officials.**

Keywords: ICT, E-governance, Government Officials, National ICT Policy, Public Administration.

**Background:** We cannot live in isolation. For our survival and development we need to compete with rest of the world and certainly we will lag behind if we fail to adapt to the newer information and communication technologies (ICT). Through introduction of e-governance in government offices, delivery of government services to the public will be transparent, efficient and cost-effective. E-governance helps reduce red-tapism, procrastination in file movement and thereby reduces the chance of corruption.The government of Bangladesh has declared its National ICT Policy in October 2002. In this policy the government has committed itself to use ICT system within the public administration to improve efficiency, reduce wastage of resources, enhance planning and raise the quality of services. The policy advises every government office to create an ICT cell. The research work was undertaken to examine how much ready are the civil servants of Bangladesh in terms of training on ICT and attitude towards acceptance of e-governance in their office.

**Methodology:** The study was an exploratory research. Both primary and secondary data have been used in this research. Primary data had been collected from two set of respondents by using open ended and structured questionnaires. The first set of respondents was 33 deputy secretaries (DS) and second questionnaire was administered to 254 civil servants to attain the objective of the study.

SPSS program and descriptive statistics have been used in data analysis. Existing literature, research report, published books, journals, articles, presented seminar paper and internet consider as a secondary sources of data

**Findings:** The study found that almost 86 percent of officers of the civil servants have computers. Almost 98 percent of the civil servants are accustomed to use computer. About 62 percent of the civil servants have special training on computer operation. Nearly 54 percent offices of civil servants have internet connection. Capital city level offices are most likely to have internet connection, which is 77 percent. The percentage decreases at the lower tier offices. The district offices show 52 percent and upazila shows 10 percent internet connection. Upazila level civil servants are less likely to be familiar with internet.The research findings show revolutionary attitudes of our civil servants with regard to usage of internet and introduction of e-governance in administrative procedures. More than 99 percent of the respondents believe that the nation will be benefited from the use of internet. 98 percent of the respondents the government should introduce e-governance in administrative procedures without delay. 97 percent of the civil servants believe that introduction of e-governance will help in curbing the endemic corruption in Bangladesh.

**Recommendations:** The research findings indicate the upazila level officers of the government are the frontiers of service delivery to the citizens. They have a large interaction with the people. So these officers should be the prime targets of any e-governance initiative and should be well trained and should be furnished with modern computer equipments and internet connection. Necessary infrastructure has to be build in order to have greater access to the internet of these offices. The research findings indicate Livestock Offices, Agriculture Offices and Family Planning Offices should get the first priority of the e-governance initiatives of the government because of grater interaction with the citizen. The public sector training institutions should design and implement special training courses on ITC application including e-governance. Training modules on ICT applications including e-governance should include in the existing compulsory training courses.

**References:**

Bhatnagar, Subhash, Pavinh the Road towards Pro-poor e-Governance: Findings and Observations from Asia-Pacific Case Studies, available at the following web address:

<http://www.iimahd.ernet.in/ifip/jul2006/jul2006.htm>

Borins, Sandford, “On the frontiers of Electronic Governance: A Report on the United States and Canada”, International Review of Administrative Sciences, Volume 68 Number 2, June 2002, pp. 199-212.

Goldsmith, Stephen and Eggers, William D, Governing By Network: The New Shape of the Public Sector, Brookings Institute Press, Washington D.C., 2005.

Hoque, Shah Mohammad Sanaul, E-Governance in Bangladesh: Initiatives and Challenges, Institute of Bangladesh Studies, Rajshahi University, 2005.

Hossain, Farhad, “Scope of e-governance in Bangladesh: Present Challenges and Future Possibilities”, in Salahuddin M. Aminuzzaman (ed.) Governance and Development: Bangladesh and Regional Experiences, Shrabon Prokashani, Dhaka, 2006, pp. 147-164.

National Information and Communication Technology (ICT) Policy, 2002, Ministry of Science and Information and Communication Technology, Government of the People`s Republic of Bangladesh.

Taifur, SASM, Comprehensive Study of e-Government Initiatives in Bangladesh, Planning Division, Ministry of Planning, Government of Bangladesh, 2004.

**Research No: 131**

**Hossain, Mallick Anwar, Talukder, Dr. Abdul Maleque and Hassanuzzaman, Md.**

**131. Strengthening Union Parishad by Local Resource Mobilization and Need Based Activities for Stakeholders at Grass-Root Level**

Key Words: Local Resource Mobilization, Need Based Activities, Stakeholders, Grass-Root; Union Parishad.

**Background:** One of the Constitutional obligations is strengthening local government Union Parishad of Bangladesh. It is one of the importance elements of good governance and people oriented service delivery means for the rural people. According to the Union Parishad ordinance, 1983 Union Parishad has to perform huge work for the rural people though it has resource limitations. For Self Sufficient, economically, Union Parishad needs to activate and increase local revenue through proper assessment and creative management. The items of revenue of Union Parishad need to be diversified for ensuring its sufficient fund collection side by side ensuring accountability and responsibility is must. For ensuring good governance through Union Parishad all the stakeholders need to play their role properly and accordingly. This study therefore, aimed at analyzing the present source of income of UP and to way out the strategies of local resource mobilization for strengthening UP economically, to examine the present activities of UP and to find out the need based activities of UP for betterment of stakeholders at grass-root level and to find out functionaries shortcoming of UP.

**Methodology:** Both qualitative and quantitative data collection methods and techniques were used in this study.So, it is a kind of mixed method using research. Survey Questionnaire, Case Study, Observation and Focus Group Discussion methods have been used for data collection tools. Twenty union parishads from 5 districts and from 10 upazilas under Dhaka, Rajshahi and Khulna were selected as sample area for selecting respondents. Purposive sampling technique was followed for selecting respondents. In this piece of research total respondents were 600. Among them 100 from UP representative, 300 from civil society (community leaders, social workers, teachers and religious leaders) and 200 officers from GOs and NGOs. Both primary and secondary sources of data were used in this study. The primary data were collected at the field level and the secondary data were composed from published and unpublished documents for this research. Beside internet has been used as a tool of collecting information in this research.

**Findings:** The major findings of the study were that the financial conditions of the majority of Ups were poor because of faculty assessment of tax and lack of resource management; Ups' tax recovery rate was very poor below 50%; most of the Ups have minimum sources of local resources and these resources along with maximum amount of revenue, were mainly used for remuneration and salary purpose; 'Direct allotment' under UP development assistant program was an important source of resource of UP; Most of GOs and NGOs have no any direct financial support program for the UPs but training and different social works; only 61.67% pay taxes to UP regularly but they were not satisfied with the activities of Ups; more than 50% people were in favor of exploring new area of taxes though other thought differently; there should be a proper guideline for Immovable Property Transfer Tax; regular and frequent inspection was necessary; mass people had been shown their less faith trust on the activities of Union Parishad Representatives (UPRs); it was found that UPRs were, mainly used, their power for their own purpose not to serve the people or their betterment; Local government (LG) should have out of the control of Central government control in case of Ups activities; The Ups should sanction fund directly from the government and ensuring proper monitoring by the government; Ups can provide soft loan to the unemployed of their jurisdiction; as UPRs are the elected authority so they need the proper authority and power to carry out major activity independently.

**Recommendations:** The study recommended that i) UP should have been explored new area of taxes and imposed taxes as per Model Tax Schedule, 2003, ii) Proper physical survey is needed to assess UP income and in this regards they can involve local leaders as well as other concerned stakeholders, iii) UP needed to mobilize local resource for ensuring local development work and they required to ensure people participation in all cases, iv) Government had to formulate time-befitting policy for proper using of 1% property transfer tax, v) ensuring accountability and local audit was a mandatory one for effective ups, vi) UPRs should have been avoided the tendency of self-party attitude after election and they should involved and consulted local people in development activities, vii) Ups should be categorized according to their area, population, revenue earning capacity and communication and on the basis of all these issues government grants could be allocated, viii) Local administration involvement, for ensuring supervision and inspection, was needed one, ix) UP representatives should be given some real decision making authority for rapid response, mitigating a problem and accomplishment of welfare and development activities, x) UP should be kept free from the direct influence of political party xi) UP should be established as powerful local government organization with financial and logistics supports for providing better services to the people at rural area.

**References:**

Ahmed, S.G. (1997) Local Government System in Bangladesh: Empowerment, Participation and Development. Round Table on Local Government Reform, TSC, Parliamentary System Council, Dhaka University.

Ali, S.M. et.al. (1983) Decentralization and People's Participation in Bangladesh. Dhaka: National Institution of Public Administration.

Hussain, A. Sarker, A.E. (1995) 'Public Administration in Bangladesh: A Quest for Reform', Journal of Administration and Diplomac. Vol. 3, No. 182, January-December

Huda, A.T.M.S. and Rahman, M.A. (1989) Delay in Disposal of Cases: A structural Analysis of the Bangladesh Secretariat. BPATC, Dhaka.

**Research No: 132**

**Rashid, Dr. Md. Shahedur, Uddin, Nasim, Md. and Talukder, Byomkesh (2005)**

**Land Management in Bangladesh: a legacy that Demands Change**

Key Words: Land Management, GIS, Cadastral Information System, GIS based land management, comprehensive public awareness.

**Background:** Land Management has become crucial for the development of Bangladesh. As a most populated country, Bangladesh is working towards ensuring land record management and administration systems more transparent, accountable and accessible to the mass people. Due to the improper land management the number of civil litigation is increasing. This is one of the main obstacles for social and economical development of the country. As a result, Bangladesh is being re-structured to improve governance and to alleviate poverty and this also applies to government departments associated with the land administration and management (like registration, cadastral systems). The structure of land administration and land record system has some deep rooted problems from the very beginning of its inception. This piece of research tried to highlight the present situation and changes since the independence in respect of major land management practices. As a result the main objectives of the present study was to provide an analytical basis for shaping an appropriate land management system in Bangladesh, to establish the GIS based land management practices and to how land information system can be modernized through GIS to meet the demand of the time.

**Methodology:** It was a kind of mixed method based research. Data was collected through GIS Survey, Questionnaire, Interview, FGD and Observation, case study techniques. Questionnaire was pre-tested before collecting data from the field. Data was collected from both primary and secondary sources. Respondents were mainly senior officials of the Ministry of Land, AC (Land), Settlement Officer, Owner of the Land and Lawyer.

**Findings:** The findings of the study indicated that as the traditional cadastral system, which was being used in Bangladesh, has some limitations so the Cadastral Information System (CIS), based on digital cadastral map was introduced in Bangladesh. It was also raveled from the study that GIS based land management was required to be designated to address the land owners' problems. The organizational structure should be facilitated functioning of a well coordinated and transparent land record administration. Successful implementation of the GIS based land management (GISLM) process depended, among others, on the degree of commitment and level of skill of the workforce who would be worked in the process and a comprehensive public awareness campaign should be made for community acceptance.

**Recommendations:** As GIS based land management system was completely new concept for Bangladesh, so strong political will and consensus bust necessary for successful implementation of that concept. There was no operational experience and establish practice in case of GIS based management for Bangladesh so responsiveness of the management in solving issue timely and in consistent manner would be very much necessary for smooth functioning of the preparation process of Spatio-soft data bank. The new work force that would be worked in the process needed to be properly trained and equipped accordingly. Appropriate technology should be for smooth and successful implementation of the proposed new system of land record. The proposed system might be implemented phase by phase, preferably on a pilot basis. On the other hand political commitment was mandatory for successfully implemented that system.

**References:**

ADB (1996) Modernization of Land Administration (Draft Final Report). Dhaka: DOLA

Adam, Nabil, A. and Gangopadhyay, A. (2000) Database issues in Geographic Information System. Series Editor: A.K. Elmagarmid, Kluwer Academic publisher: USA

Siddiqui, Kamal (1997) Land Management in South Asia- A comparative Study**.** Dhaka: UPL

Bangladesh Code Vol.XI, Govt. Publication, Ministry of Law

Dale, P.F. and Mclaughlin, J.D. (1989) Land Information Management. Clarendom Press, Oxford

Hossain, Zillur Rahman (1995) 'Land Reform Agenda in the 1990's', Land Journal. No.2, Dhaka

Hussain, T. (1995) Land Right in Bangladesh: Problems of Management. UPL, Dhaka

Hartley, W.S. (n.d.) Improved Land Records. United Nations.

**Research No: 133**

**Alam, Md. Didarul, Karim, S.M. Zobayer Enamul and Gazi, Md. Shah Alam (2006)**

**Delivery of Services in Government Department/Organization/Office: A Study on Agriculture and Fisheries Department in Some Selected Upazilas**

**Key Words:** Service Delivery, Agricultural Department, Fisheries Department, Pro-People, Positive Change.

**Background:** The present study was carried out under the revenue budget of BPATC. BPATC has the mandate to develop human resources through imparting training and the ultimate goal of the training is to ensure the betterment of the mass people by improving the delivery of public services. As a result following objectives had been fixed for the study: to examine and detect the existing provisions/nature, weakness, problems and flaws of service delivery of upazila agriculture and fisheries department and to make recommendations and suggestions to overcome the problems. And it has been believed that the outcome of the study might be used to redesign the training curriculum. Through this study the existing service delivery system at upazila agriculture and fisheries department had been reviewed, the opinions of the respondent and the problem associated with service delivery system, of the mentioned department, had been gathered and identified. Researchers also suggested some ways and means to improve the overall situation of service delivery.

**Methodology:** This research was a case study type research. Case study was undertaken in selected six agriculture and fisheries department under six districts such as Manikgonj, Comilla, Rajshahi, Bagerhat, Pirojpur and Sylhet. Total respondents of the study were 214. But these respondents were divided into several categories such as Upazila Agriculture related Officials-12, Fisheries Officials-10, Public Representatives (UP Chairman and Members)-72 and Farmers and Fisherman- 120. For selecting respondents random and purposive sampling method had been followed. Data and information had been collected from both primary and secondary sources. Observation, Questionnaire Survey, FGD, Case Study techniques were applied for data collection of this research. The prime limitation of the study was time and cost constraints.

**Findings:** The study found that the fisheries department was poorly manned in comparison that of agriculture. In case of physical facilities and funds allocation both departments suffering from insufficient facilities. Both departments were being enjoyed poor investment status and low per capita development expenditure. Maintaining Service delivery and documentation were very poor in the Upazila level offices. Farmers had been acquainted with new ideas and technologies because of the development projects undertaken in the upazila level. There was a gap found between the service provider and recipients. As a result no one was happy, even the service provider and public representative, with the existing service system. Therefore an intervention by the competent authority was badly needed for changing existing situation and bringing positive and expecting changes.

**Recommendation:** Based on the findings the researchers suggested increasing manpower in the upzazil offices and increasing physical facilities as well as allocation of sufficient funds. The study also opined for launching more development project and activities in the upazili level and introducing modern record management system in the upazila level offices. Concerned Officials needed proper training so that they could provide proper services to the people and their should have a carrier development policy for them. Public representatives should have been given opportunity so that they could involve more intensively and monitor more closely. Government could have been taken initiatives to subsidized agricultural Inputs and showing citizen in every office. Mass people should have the right to get easy access in the offices and concerned officials.

**Biblography:**

Government of the People's Republic of Bangladesh (2000) **Report** of the Public Administration Reform Commission. Volume-I, II & III, June 2000

Center for Policy Dialogue (1997) Crisis in Governance. Dhaka: UPL

Khan, M.M. (1998) Administration Reform in Bangladesh**.** Dhaka:UPL

Ministry of Establishment (1989) Public Administration Efficiency Study**.** Dhaka

The World Bank (1996) **Government that works: Reforming the public Sector.** Dhaka: UPL

UNDP (1993) Reform on the Public Administration Sector Study in Bangladesh.

**Research No: 134**

**Hossain, M. Anwar, Quddus Md. Golam Khan and Hossain, Md. Amir**

**Local Level Participation in Planning and Development in the Southwestern Coast of Bangladesh: a Study on Shrimp Culture and its effect on Natural and Environmental Resource**

**Key Words:** Shrimp Culture, Natural Environmental Resources, Local Level Participation, Planning and Development, the Southwestern Coast of Bangladesh.

**Background:** The southwestern coast of Bangladesh is getting importance as a functional area for its natural potentials resources including a number of economic and environmental resources. The southwestern coastal land is mainly used for agriculture. Since the seventies, international market demand and high prices of shrimp have encouraged people to go for shrimp farming. Therefore, shrimp farming was being taken over rice fields extensively. From the 1980 shrimp has become an important export commodity attracting the outside investors especially from cities and they were not sympathetic about the preservation of local resources as well as environment. Coastal people were losing their lands and jobs and they were trying to find the new way of subsistence. As a result this study had been tried to examine the effects of shrimp culture on natural and environmental resources of Bangladesh as well as to find out a way so that participation of people of local people could be ensured in the planning and development of southwestern coast. As a result main objectives of the study were as to find out the effect of shrimp culture on natural and environmental resource in the southwestern coast of Bangladesh; to analyze the socio-economic return from shrimp culture in comparison to natural resource; to find out way so that local people can participate planning and development activities and to find out sustainable management of natural environment of those area.

**Methodology:** This piece of research was mainly based on survey based empirical research but it also employed qualitative form of data collection method. The study areas were Mongla and Rampal Upazila under Bagerhat District. Total Respondents were 375. They were Shrimp owners (70), internal landholders/ Farmers in the shrimps (150), Public representative, social worker and teacher (50), Officers of GOs and NGOs (80) and Specialists: scientists, academic, researchers etc (25). The data collection tools, for this research, were included questionnaire survey, Interview, Observation, FGD, document analysis etc. Questionnaire were pre-tested before went to the field. Data were collected from primary and secondary sources. Primary data were collected through questionnaire and for secondary data collection published and unpublished books, journal was consulted.

**Findings:** The study revealed that shrimp culture was the cause of changing traditional agriculture and conversion agricultural land into shrimp firming. On the other hand, shrimp culture negatively affected indigenous fish and crops varieties, soil fertility, homestead and field crops, livestock, poultry, birds, fresh water reserve and environment. It was also seemed that it has destroyed the biodiversity, ecosystem, flora and fauna of the Sunderban. As most of the shrimp farms run by the outsiders, they did not show any sympatric to local people as well as environment. But Shrimp Farms could not earn maximum return and expected foreign currency because of repeated virus attack and unhygienic environment of the shrimp factories.

Recommendations: The researchers came up with the recommendations that government need to come forward and take necessary action to mitigate problems in collaboration with local people, local government bodies, GOs and NGOs. All the concerned have to respect and consult to the indigenous people knowledge and their experiences in case environment. Including local people in the planning and development process could improve the economic conditions of the people in the southwestern coast of Bangladesh.

**Biblography:**

Alam, M.S., Elahi, K.M. and Samsuddin, D.S. (1989) Remote sensing for coastal land use mapping: A case study on shromp culture in Paikgacha. Jahangirnagur University, Dhaka

Elahi, K.M., Subash, C. Das and S. Sultana (1998) Geography of Coastal Environment: A Study of Selected Issues. Dhaka Pp 336-370

Economic Review of Bangladesh (2003) P 6, 55, 62

Elahi, K.M., Subash, C. Das and Sultana, S. (1998) Geography of Coastal Environment: A Study of Selected Issues. Pp.336-370

Gain, F. (1995) 'Bangladesh Environment Facing the 21st Century', Society for Environment and Human Development. P.108, Dhaka

Haque, S.M. (1994) 'Annual Report of Bangladesh Frozen Foods Exporters Associations, BEFEA Special Bulletin. Dhaka

**Research No: 135**

**Alam, Syed, Shamsul and Rashid, Dr. Md. Shahedur (2007)**

**Potentiality of Geographic Information System (GIS) in Local Government Administration: A case Study**

**Key Words:** Local Government, GIS, Cadastral Information System, GIS based Land Management, Rennel Map, Comprehensive Public Awareness.

**Background:** Local Government in Bangladesh had been followed the tradition methods of operation since the last century. But there was an increasing demand of dynamic systems, in this sector, to be incorporated for its daily and planning needs. In this case GIS could help a lot in order to speed up the process of activities involving local demands. GIS is most often associated with maps. Rural and urban local government bodies are entrusted with a large number of functions and responsibilities relating to civic and community welfare as well as local development in Bangladesh. GIS would impact every aspect of local government and helps provide a foundation for integrating municipal services. So the aimed of the study was to underpin the role of GIS in Local Government with some specific examples; to develop and document a base line information on local government at plot level; to establish links between GIS and Local Government in order to help policy makers and service providers at a municipal and to provide necessary guiding on GIS using a case study.

**Methodology:** It was a kind of mixed method based research. Data was collected through GIS Survey, Questionnaire, Interview, FGD and Observation, case study techniques. Questionnaire was pre-tested before collecting data from the field. Data was collected from both primary and secondary sources. Savar Paurashava was selected as Study area. Respondents were mainly senior officials of the Ministry of LGED, RAJUK, and Land Owner. Different documents, Books, Journal, RAJUK Master Plan, and GIS Map were consulted as secondary sources of data.

**Findings:** The findings of the study showed that the Local Governments in Bangladesh generally did not habituate to use computers in the planning process or employ GIS though it could be used in the local plan-making and land using regulation more efficiently and effectively. Concerned Offices and Officials might use automated mapping and GIS for sustainable environment friendly development initiatives. It was also found that a systematic statewide investigation of the use of computers and automated mapping approaches by Local Government in Bangladesh did not get proper attention.

**Recommendations:** Findings recommended that GIS resource center should have developed with latest computing technology and also an organizational and management structure for an Enterprise GIS might be developed. Appropriate technology should be for smooth and successful implementation of the GIS system in relevant area. The proposed system might be implemented phase by phase, preferably on a pilot basis. Concerned Officials needed to be trained in performing GIS technology efficiently. Related infrastructure should have established. On the other hand political commitment was mandatory for successfully implemented that system.

**References:**

Antenucci, John C. (1993) Planning Applications Demand GIS Functionality. International GIS Sourcebook

Black, James D. (1995) 'Data Conversion: A Shrinking Problem?', Information Technologies for Utilities.

Brennen, Jayson (1994) 'Developing an Integrated, Multi-Purpose Geographic Information System,' Public Works.

Campell, Heather (1996) 'A Social Interactionist Perspective on Computer Implementation', APA Journal. Winter, pp.99-107

**Research No: 136**

**Momen, Dr. M A, Khair, Dr. Rizwan and Haque, Md. Shafiqul (2007)**

**A Study on 'Social Exclusion' and Its Linkage with Poverty, Inequality and Gender Oppression: A Special Reference to Bangladesh**

**Key Words:** Social Exclusion, Inequality, Poverty, Gender, Oppression.

**Background:** Social Exclusion is a multidimensional concept. Existing of it indicates the reflection of inequality, discrimination and lack of injustice in the society. Its multidimensional aspects demand a more macro approach to development policies aimed at improving societal well-being and reducing poverty. Moreover social exclusion generates social and political conflicts especially political exclusion accompanies economic exclusion which is very crucial for reducing poverty and inequality. Therefore, social exclusion is very important issues countries like Bangladesh as it is not only a problem but also causes of various problems. Though Bangladesh is being ensured its development and reducing poverty greatly in the last decades on the other hand inequality and discrimination were not decreasing in comparison of that rate. As a result the present study had tried to find out whether the concept of social exclusion was application in the context of developing country like Bangladesh. While doing so it had also strived to focus on its linkages with poverty, disparity and oppression encountered by women and brought out social policy implications of 'social exclusion' in the context of Bangladesh.

**Methodology:** It was a kind of mixed method based research. Questionnaire Survey, Interview, FGD and Observation, case study techniques were used as data collection methods. Questionnaire was pre-tested before collecting data from the field. Data was collected from both primary and secondary sources. Data was collected from primary and secondary sources. For collecting primary data, researchers first purposively selected six villages from six Upazilas under six districts of the then six divisions and one Sweeper Colony of Dhaka city. Data was collected form 700 households which were selected purposively. Researchers also consulted different research articles, working reports, documents published by international research organization as secondary sources.

**Findings:** The study had found that social exclusion was a reality in the context of Bangladesh. The concept was useful as a multidimensional tool to look at the myriad processes which resulted in the exclusion of certain groups in the society. The study also revealed that groups from rural areas were being socially disadvantaged in respect to education, income, saving, health services, social standing and social justice. But female were more marginalized in both rural areas and Sweeper Colony. But the conditions of the Sweeper Colony of Dhaka city were comparatively better than the rural areas. Thus, the problem of social exclusion was more complicated and would require a multidimensional approach and an array of initiatives primarily in the public sector.

**Recommendations:** Based on the findings the study suggested that government should have taken remedial measures to address the social exclusion problems for inequality, injustice and poverty in the society. Political commitment was a crying need to address such a multidimensional issue. Pro-poor and inclusive policies for the all the relevant stakeholders were needed to resolve that issue in sustainable manner. Social Safety Net programs and related governments departments could gave their best efforts to reduce social inequality and others problems. Steps should have been taken for ensuring socially excluded population proper and continued access to public services like health, education and public utilities etc. NGOs also could play great role where necessary and require.

**References:**

Barata, P. (2000) Social Exclusion in Europe: Survey of Literature The Laidlaw Foundation.

Barry, B (1998) Social Exclusion, Social Inequality and the Distribution of Income. CASE Paper 12. London: Centre for Analysis of Social Exclusion, LSE

Burchardt, T., Le-Grand, J., and Piachaud, D. (1999) 'Social Exclusion in Britain 1991-1995', Social Policy and Administration. 33(3), pp.227-244

Beall, J. (2002) 'Globalization and Social Exclusion in Cities: Framing the with Lesboys from Africa and Asia', Development Studies Institute. LSE, London

Bynner, John (1998) Social Exclusion. Open University Press, Buckingham

Cain, M., Khanam, S.R. and Nahar, S. (1979) 'Class, Patriarchy and women's work in Bangladesh', Population and Development Review. Vol.5, No.3, pp.405-438

Dollar, D. and Kraay, A. (2001) 'Growth is Good for the Poor', World Bank Policy Research Working Paper. No.2587, Washington D.C

Grant, E., Blue, I. and Harpham, T. (2000) 'Social Exclusion: a review and assessment of its relevance to developing countries', Journal of Development Studies. 16(2),pp.201-221

Jackson, C. (1999) 'Social Exclusion and Gender: does one size fit all?,' The European Journal of Development Research. 11(1), pp. 125-146

Kabeer, N. (2000) 'Social Exclusion, poverty and discrimination: towards an analytical framework', IDS Bulletin. 31(4), pp. 83-97

Peace, R. (2001) 'Social Policy', Journal of New Zealand. Issue 16, pp.1735

Saith, R. (2001) Social exclusion; the concept and application to developing countries, Working Paper, 72. Queen Elizabeth House, University of Oxford

**Research No: 137**

**Alam, Syed, Shamsul and Sundar, Banik, Gour (2007)**

**Follow-up Study on Effectiveness of Advanced Course on Administration and Development (ACAD)**

**Key Words:** Follow-up Study, Effectiveness, ACAD, Curriculum, Training Needs Analysis, Outcome, Output, Hypothesis, Mind-set.

**Background:** Training for mid-level officials, in the eighties in Bangladesh, was regarded as an additional theoretical orientation without having positive impact on their respective career. But training is very pertinent issue to meet the demand of 21st Century and ensure the good governance. Therefore, mid-level officials need to acquaintance new knowledge and skills in tune with the requirements of pro-active and pro-people governance, information technology and globalization. Without proper and time befitting training it is quite impossible to meet the above mentioned expectations. Considering those, BPATC has been providing training mid-level and their equivalence officials through Advanced Course on Administration and Development (ACAD) to develop the leadership qualities and sharpen the analytical abilities. Training is deliberate change effort to improve the participants' capacity to execute effectively and efficiently the policies of the government. But it depends on the proper training with need based curriculum and with appropriate training methods. As a result the main objectives of the above study was to examine the effectiveness of training curriculum of 36th to 40th ACAD program conducted at BPATC from September 2000 to March 2002 with the view to designing and developing a need-based training program for the succeeding courses.

**Methodology:** This research had been adapted a number of research methods which could be characterized as mixed method. For data collection purpose, researchers applied questionnaire survey, observation, FGD techniques. Questionnaire was pr-tested before collecting data from the field. Respondents were selected for this piece of research trough random sampling. Total respondents were 155. Among them 130 was the participants of ACAD and 25 was the supervising official of these participants. Two set of questionnaires were prepared. One set for the participants and another for their supervising officials. Data was collected from primary and secondary sources.

**Findings:** Findings of the study showed that the overall impact of ACAD in developing the mind-set of the trainee had been limited. It met the expectation of participants in a certain degree. In case of quality, ACAD program had a tendency in favor of high average which could be further enhanced by careful deliberation of the feedback given by the participants after competition of the course. Findings of the study also indicated, in case of effectiveness of course objectives, that the average degree of effectiveness in the major areas was diminishing with increase of higher scale. The study tour method was identified as highly effective method followed by seminar paper and film show. The average learning trend demonstrated upward tendency in favor of effectiveness of various learning inputs. It was also confirmed from the study that this program build the confidence of the participants.

**Recommendations:** The findings indicated that there was ample opportunity to improve the effectiveness of the ACAD program in future. Therefore, in designing most effective and meaningful curriculum pertinent issues and need based must be considered for ensuring effectiveness. In case of training method, it was necessary to reduce lecture and discussion method. More visits could be incorporated in the course. Traditional examination system, for evaluation of participants, needed to be changed. There should be a tradition to regularly updated the curriculum for the better interest of the participants.

**References:**

Merrick, J. (1998) 'Training Practice and Learning Theories', Journal of European Industrial Training. Vol. 2, no.7, PP23-35

GOB (1997-2002) Objectives and Strategies of the Plan of the Fifth Five Year Plan.

Khan. Akbor, Ali and Hossain, Mosharaf (1986) Post-entry Training in Bangladesh Civil Service: A survey of the Problems and Potentials. BPATC, Dhaka

Huq, A.K. Fazlul and Safiullah, Md. (1989) Assessment of Training Needs at Foundation Level. BPATC, Dhaka

Hossain, Dr. Ekram, Tareque, Dr. M. and Ahmed, N. (1992) Follow-up Study on Special Foundation Training Course. BPATC, Dhaka

Kirpatrick, D.L. (1979) 'Techniques for Evaluating Training Program', Training and Development Journal.Vol.3, No.6, pp.78-92

Newport, M. Gene (1968) 'A Review of Training Fundamental' Training and Development Journal. Vol.22, No.10, pp.17-21

Boydell, T. (1996) A Guide to Identification Training Needs. BACIE, London

**Research No: 138**

**Alam, Syed, Shamsul and Rahman, M. Arifur**

**Follow-up Study on Effectiveness of Foundation Training Course (FTC)**

**Key Words:** Follow-up Study, Effectiveness, Foundation, Curriculum, Training Needs Analysis, Outcome, Output.

**Background:** Training is considered as an important prerequisite for the by and large development of officials throughout their whole career life. Training equips them with necessary knowledge, skills and techniques to enable them to make productive use of their potentials and broadens their vision as well as provide with the latest information. BPATC considers this aspect with utmost importance in designing and developing its training curriculum. This study had been intended at studying various aspects of effectiveness of six batches (25th -30th FTC) Foundation Training Courses conducted by the Centre held in July 2000 to September 2002 in order to make this course more need based and meaningful. Therefore the main objective of the study was review the inputs of FTC in line with the course curriculum conducted for the participants of 25th to 30th batches in order to assess the effectiveness program for designing and developing need based training program for the subsequent courses.

**Methodology:** This research had been adapted a number of research methods which could be characterized as mixed method. For data collection purpose, researchers applied questionnaire survey, observation, FGD techniques. Questionnaire was pr-tested before collecting data from the field. Respondents were selected for this piece of research trough random sampling. Total respondents were 190. Among them 165 wad the participants of FTC and 25 was the supervising official of these participants. Two set of questionnaires were prepared. One set for the participant and another for their supervising officials. Data was collected from primary and secondary sources.

**Findings:** This study revealed that the then curriculum met the expectation of the participants significantly. Participants opined that though Foundation training was result oriented it could be further enhanced by considering the feedback given after the course completion. It was seemed that FTC was moderately effective from the findings. The contents of the FTC, which classified into 5 major areas, were not significantly effective to meet the expectation of the participants. Study Tour, BARD/RDA/BRDTI and Village Study were identified highly effective method as training method. FTC enhanced the confidence of the trainee. It was also endorsed by the supervising officials of the trainee.

**Recommendations:**  The findings indicated that FTC should made compulsory for all newly recruited cadre officers and non-cadre officers before joining their respective jobs/office. The curriculum of FTC should be redesigned and improved by incorporating the opinions and suggestions from the participants and supervising officers of the participants and it should be done in a continuous process. In case of training method, study tour, village study, group work, syndicate, and role play should be given priority other than class room lecture.

**Biblography:**

Hossain, M. Ali, Islam, Md. Sirajul, and Quader, M.A. (1998) Effectiveness of Foundation Training Course. BPATC, Dhaka

Peter, Bramley (1986) Evaluation of Training: A practical Guide. British Association Press, London

Boydell, T. (1996) A Guide to Identification Training Needs. BACIE, London

Carnevale, A.P., Gainer, L.J. and Villet, J. (n.d.) Training in America: The Organization and Strategic Role of Training. Jossey-Bass, Sanfranciso

Hossain, Dr. Ekram, Tareque, Dr. M. and Ahmed, N. (1992) Follow-up Study on Special Foundation Training Course. BPATC, Dhaka

Huq, A.K. Fazlul and Saifullah, Md. (1989) Assessment of Training needs at Foundation Level. BPATC, Dhaka

Khan, Akbar Ali and Hossain Mosharaf (1986) Post-entry Training in Bangladesh Civil Service: A Survey of the Problems and Potential. BPATC, Dhaka

Kenny, J. and Reid, M. (1992) Training Interventions. IPM, London

Kirpatrick, D.L. (1979) 'Techniques for Evaluating Training Program', Training and Development Journal.Vol.3, No.6, pp 78-92

Merrick, J. (1998) 'Training Practice and Learning Theories' Journal of European Industrial Training. Vol. 2, No. 7

**Research No: 140**

**Karim, S.M. Zobayer Enamul, Rahman, Md. Hafizur, and Alam, S.M. Saiful (2007)**

**Socio-Economic Dimensions of Dowry as Matrimonial Function: A Study on Three Selected Union Parishad of Rural Bangladesh**

**Key Words:** Socio-Economic, Dowry, Matrimonial, Rural Bangladesh, Union Parishad.

**Background:** Dowry is one of the worst problems for Bangladesh. Because of it's the poor parents faced several problems during the marriage time of their daughters. Early marriage along with widow is the effect of dowry. Women, especially the rural women had to suffer lot because of dowry. Once upon a time it was existed in the society as curse. It was unimaginable to have a marriage without any dowry. It was deeply rooted in the society and women assault in the family level was the consequence of it. But it was very difficult to internalize the nature of the problems of dowry without any proper empirical study and investigation. In the present study the existing practices and provisions of dowry, its nature, forms, causes and consequences in some part of rural Bangladesh had been examined. Therefore, the objectives of the study were to know the magnitude of the problem of marriage of rural poor girl; to document the nature and extent of payment of dowry; to learn about the legal system of dowry and to internalize how much pain have to shouldered by the parents of girls for the dowry.

**Methodology:** The study was an intensive one that had been made to explore the real situation of dowry. It was a mixed method type research based on Case study mainly. Questionnaire Survey, Interview, FGD and Observation, case study techniques were used as data collection methods. Questionnaire was pre-tested before collecting data from the field. Data was collected from both primary and secondary sources. For collecting primary data, random and purposive sampling technique had been applied. But only purposive sampling applied in collecting secondary information. The respondents were 210among them 60 were parents, 60 young men of 15-49 years, 30 young women of 15-39 years and 60 local elite from the selected three Union Parishad. But due to time and cost constraints the coverage areas of the study was kept limited within three Union Parishad of one Upazila.

**Findings:** The study had found that a significant amount of young boy and girl got married at the age of less than 21 years which was a direct violation of the existing Act and Rules. A significant number of young women and men did not even cross the secondary level of education at the time of marriage. The stakeholders mainly women were not that much aware about the adverse consequence of dowry. Ornaments and liquid cash were preferred as dowry by the bridegroom and their guardian. It was unearthed that girls had to stay in the parent house till demand of dowry were met, physical and mental torture, threats of divorce and desertion, neglect in the family, facing of abusive language etc might be faced by the bride if the promised amount of dowry was not given in full or the money was delayed or deferred due to insolvency of the bride's parent/guardian. It revealed that the family faces lots of problems and hardship for providing dowry. From this study it was cleared that dowry was a social curse for the society especially rural Bangladesh.

**Recommendations:** Based on the findings the study recommended that creating social awareness was a crucial factor among the mass people. Society as well as centrality non-dowry marriage should have been appreciated so that potential bridegroom and their guardians would feel encourage to have dowry free marriage. Birth Certificate for bride and bridegroom should be an obligation during marriage. Girl's education needed to increased to prevent dowry and child marriage. Religious leaders as well as political leaders' should come forward with their whole hearted commitment to prevent this social curse. Anti-dowry law needed to be incorporated for eradicated dowry from the society. Media should play a significant role in this case. Suffering bride and their family should be provided legal and financial assistance by the proper authorities.

**Bibliography:**

Abd Al Ati, Hammudah (1977) The Family Structure in Islam. American Trust Publications, Indianapolis, Indiana

Abdur Rahim, Muhammad (1983) Paribar O Paribarik Jibon. Islamic Foundation, Dhaka

Al-Qaradawi, Yusuf (n.d.) The Lawful and the prohibited in Islam. American Trust Publications, Indianapolis, Indiana

Lang, Jeffrey (1994) Struggling to Surrender. Amana Publications, Maryland

Rahman, Afzalur (1986) Role of Muslim Women in Society. Seerah Foundation, London

Weitzman, Lenore (1985) The Divorce Revolution: The Unexpected Social and Economic Consequence for Women and Children in America. The Free Press.

**Research No: 141**

**Mozumder, Dr.M. Abul Kashem, and Amin, Md. Nurul (2009)**

**Enhancing Capacity of Municipal Services: The Case of Tongi Paurashava**

**Key Words:** Municipal Services, Paurashava.

**Background:** Pourashava, an urban local government institution, is responsible for providing municipal services to the inhabitants of small and medium towns of Bangladesh. As urbanization process was expanding, the demand of municipal services was also rising. Pourashava is functioning under the legal framework of the Paurashava Ordinance 1977. Under this ordinance, Pourashava has huge role to play from construction roads and footpath to arrangement of recreational for its inhabitants. But it has to depend on government grant and subsidy for providing municipal services and facilities as well as institutional sustainability. As a result present study was an initiative to know the nature of municipal services and assess the capacity development needs for improving client-focused municipal services on the basis of a case study on Tongi Paurashava. So the prime objective of the study was to identify the capacity development needs of Pourashava to provide statutory municipal services to the urban inhabitants in Bangladesh.

**Methodology:** The present study was a mixed method type research based on Opinion Survey through Questionnaire. Questionnaire Survey, Interview, FGD and Observation, case study techniques were used as data collection methods. Questionnaire was pre-tested before collecting data from the field. Data was collected from both primary and secondary sources. For collecting primary data, random sampling technique had been followed. Study area, Tongi Pourashava, was selected purposively. Data was collected from 300 households.

**Findings:** The study revealed that Bangladesh was suffering from unplanned urbanization process. Pourashava were not capable enough to meet the needs of the services as well as to meet the capacity development needs. More or less in every pourashava was suffering from huge growth of unplanned marketing and shopping centres. They were also experiencing shortage of libraries, gymnasiums, auditoriums, and playground, park, zoo and tourist sports at all. General mass showed their dissatisfaction over the services they were receiving from the officials of Pourashava. But Pourashava was also suffering from shortage of employees, lengthy decision making process and undue interference of local MP. It had to spend most of its internal revenue income for general establishment expenditure. Generally, it was found from the study that Pourashava were not economically self sufficient. They had to depend on the government grant and subsidy. As a result they could not take any significant decision without consultant of government and political influences especially from the ruling party were an irony for their autonomy.

**Recommendations:** Based on the findings the study recommended that Pourashava needed to be economically self sufficient. It should have necessitated finding out new area of revenue and ensuring their appropriate using. Government should give more space so that elected body of municipality could apply their authority independently over their charter of duties. It was better if it could reduce undue political interferences from the local MP and ruling party leaders. On the other hand, one-stop service and a complain register were to be maintained for better performance in delivering citizen services. Specific job descriptions were crying needs among the pourachava's chairman and other members. And they should be given attractive honorarium and remuneration. Tax assessment and collection system should be improved through developing computer software and ward level citizen committee. A paura Development Coordination Committee should be established among different service providers working within the Paurashava.

**References:**

Ahmed, Nawshed (1986) Local Resource Mobilization in Selected Paurashavas of Bangladesh-Prospects and Potentials.Unpublished MURP Thesis, Department of Urban and Regional Planning, BUET: Dhaka.

Amin, Md. Nurul (2002) 'The Role of Urban Local Government and Special Service Providers in Environmental Governance in Dhaka City,' The Journal of Local Government, Vol.31, No.2

Amin, Md. Nurul and Pervin, Shahnaz (2007) 'Problems of Urban Local Government Functionaries: The Case of the Secretaries of Paurashavas in Bangladesh', Bangladesh Journal of Public Administration, Vol.32, No. 2.

Hossain, Md. Abul (1984) Development of Social Services Facilities of Tongi Municipilities: A Planning Approach. Unpublished MURP Thesis, Department of Urban and Regional Planning, BUET: Dhaka.

Islam, Nazrul (2000) Urban Governance in Development Countries and Bangladesh. Dhaka: Centre for Urban Studies

Khandaker, Mostaque Ahmed (1990) Pourashava (Municipal) Services: A Case Study on Narayanganj. Dhaka:NILG

Khan, M.A. Hussain (1968) 'Problems of Municipal Administration', National Institute of Public Administration. Dhaka

Siddiqui, kamal (1994) Local government in Bangladesh. Dhaka: University Press Limited

**Research No: 142**

**Mr. Md. Mahamud-Ul- Hoque, Dr. Mizanur Rahman, Mr. Serajul Islam Sheikh.**

**Follow-up Study on the basic Office Management Course of Class 3 Employees Conducted by RPATC, Dhaka**

**Keywords:** RPATC, Follow-up Study, Basic Office Management, Employee, Class 3.

**Background:** This paper is a product of Follow-up study on the basic Office Management Course of Class 3 Employees conducted by Regional Public Administration Training Centre (RPATC), Dhaka. The pivotal objective of the study is to find out the effectiveness of basic training course for class 3 employees conducted by RPATC, Dhaka. The present study intends to find out the real scenario of Basic Office Management Course and to find out whether this course is doing on the basis of the felt-needs of the clientele groups.

**Methodology:** The data have been collected on Basic Office Management Course held at RPATC, Dhaka towards the end for and understanding of the after effect of training. Both primary and secondary information and data have been used for this research. The present study has consulted the course-end evaluation reports of different courses conducted by RPATC, Dhaka. The views of the trained participants of the basic office management course have been taken through a structured questionnaire survey. A questionnaire survey method was used for adopting a purposive and random sampling procedure. Open-ended and close –ended questions were formulated to collect views of the respondents. The total number of population or size of the study is 512 and among the former participants have taken as sample of the survey. Questionnaire was distributed among 175 (34% of the population) trainees out of 512. Informal discussion with the officials at the organization and in-depth interviews were taken with concern 30 supervisors of participants to know the before and after training performance. The study has used both simple and cross-tabulation for its analysis. Graphical representations like bar diagrams, line graphs and other statistical techniques such as corresponding weighting methods to responses with ranks were employed for analyzing and interpreting data. The analytical description has been made mostly according to the corresponding tables and statistical techniques and test employed.

**Findings:** Respondents/Participants have identified the following significant weakness of the course:

1. Short Duration i.e. the duration of the course should be lengthened.
2. Related handouts are not available during the training classes.
3. Classrooms are not well equipped with training facilities and air conditioning facilities do not exist.
4. Logistics are not adequate.
5. Dormitory facilities are not ample
6. Training kits to contain training materials are not supplied.
7. Training allowance are not sufficient and
8. Monitory support for refreshment is very meager.

**Recommendations:** On the basis of the analysis some specific suggestions have been made to improve the course and increase its effectiveness. Among the suggestions most important ones are as follows:

1. Duration of the course should be extended;
2. Classroom facilities should be rich;
3. Involve of participants by assigning tasks like home work exercise;
4. More emphasis should be aid on computer classes & Practices;
5. Invite only expert and experience guest speakers related topics;
6. Offer compulsory residential course and dormitory facility should be improve;
7. Training allowance should be increased;
8. Sufficient financial support for refreshment and food should be provided with;
9. Bags for carrying training materials should be supplied;
10. Study Tour programmes Social events/pleasure trips should be arranged.

These might be of good help to improve the effectiveness of the course further. RPATC, Dhaka should review the course end evaluation and feedback immediately. If necessary, the training should be modified and changed.

**References:**

Haddad, W.P. 1990. Education and Development: Evidence for new priorities, World Bank Discussion paper no. 95, pp 1-6, World Bank, Washington DC.

Course-end-of evaluation reports of the participants which was held during 03-30 April, 2007.

Course-end of evaluation reports of the participants which was held during 05-30 November, 2006.

Course-end of evaluation reports of the participants which was held during 02-28 April, 2005.

Verman, M.M. 1988. Human Resource Development: New Delhi Gitanjali Publishing House.

Stanely, A. Lioyd. 1984. Guide to evaluation of Training: Lijublijana. ICPE training Service.

**Research No: 143**

**Mr. Abu Md. Maniruzzaman Khan, Syed Mahboob Hassan, Mr. Shah Mohammad Sanaul Hoque, Ph.D., Mr. Tanjur Ahmed Joarder (2009)**

**E-Government: A Study on Preparedness of the Bangladesh Civil Service**

**Keywords:** Preparedness, E-government, Civil Service, Bangladesh.

**Background:** This research is an attempt to investigate into the supply side of E-Government preparedness especially in the groups of entry level, mid level and senior level public managers in Bangladesh to provide insights on the level of aptitude, awareness and attitude of the public employees. Specific objectives of the study are to-(a) determine the ratio of trained and non-trained officials and their level of ICT skill and (b) assess their levels of aptitude, awareness and attitude towards e-governance.

**Methodology:** This study is an exploratory one and uses qualitative and quantitative data obtained from both secondary and primary sources. For the purpose of the research, a questionnaire survey among 222 members of the Bangladesh Civil Service has been conducted. A purposive sampling technique has been adopted to select the respondents. Descriptive analysis, based on simple and cross tabulation, arithmetic average, frequency distribution, mean, range, standard deviation etc. have been used to provide outputs of different points of investigation. Categorical scales were adopted to assess the levels of aptitude, awareness and attitude.

**Findings:** Main Findings of the study are briefly as follows:

1. About 56% of the respondent’s officers have received formal training on ICT.
2. In most of the cases (76.6%) government has provided the training for officers.
3. Among all respondents, 52.7% officers have ICT operational skill.
4. Officers are found to limit their ICT activities mainly in the midst of word processing, browsing internet and preparing presentational work with a high concentration on the former one.
5. Respondents’ official PCs are mainly engaged with mere word processing activities.
6. Almost 52% of the IT literate respondents inform that they do not find their own skill sufficient to perform daily work.
7. About 30.2% of the sample populations presently have an aptitude level of managing technological applications of e-governance.
8. Among the respondents 27.5% have individual official PC, 42.8% have access to official computers, and 38.7% them use ICT in their official activities.
9. More than 82% indicated their needs for training on ICT.
10. Among the officers who need training, 52.5% opted for preliminary or basic courses, 38.2 require higher or advanced training.
11. Members of the Bangladesh Civil Service posses’ significant level of awareness as to the concept of e-governance.
12. Comparative scrutiny on the levels of aptitude, awareness and attitudinal factors exhibit a mixed status of readiness of the officers towards e-governance. They show lower levels of awareness and attitude.

**Recommendations:** Recommendations for policy implications are mentioned as below:

1. Prepare a comprehensive Framework for ICT User Skills’ to be used by the public offices, particularly by the public sector training institutions, in respect of ICT training.
2. Issues general direction to all public offices for arranging in-house training on ICT on regular basis.
3. Increase availability of and accessibility to ICT among the members of civil service.
4. Ensure use of available ICT by all levels of the civil servants; with particular emphasis on the senior levels.
5. Rescue existing technologies from the setback of underutilization by producing assorted attempts.
6. Prepare and circulate a set of e-governance guidelines among public officials to inform and involve them.
7. Strengthen R&D with specific allocations and mandates among the public offices, particularly in the public sector training institutions.

This study notes that regarding preparedness, members of the Bangladesh Civil Service show considerable strengths for e-governance in respect of their interest and adaptability to new technologies; also in respect of their levels of awareness and attitude towards e-governance. At the same time, they pose to a low level of ICT aptitude. Besides, use of ICT by the civil servants is often locked up with word processing and other elementary applications. Robust training and motivational programme can erect a brilliant supply side for e-governance service delivery in Bangladesh.

**References:**

Accenture (n.d). “E-Government Leadership: Rhetoric vs. Reality-Closing the Gap”, Company Report. Available at: <http://www.accenture.com/xd/xd.asp?it=enWeb&xd=industries/gove_study.xml>.

Basu, S. (2004). E-Government and Developing Countries: An Overview. International Review of Law Computers and Technology. Vol. 18, No. 1. Pp. 109-132.

Clark, E. (2003). Managing the Transformation to E-government: An Australian Perspective. Thunderbird International Business Review. Vol. 45, No. 4. Pp. 377-397.

Criado, J.I., Hughes, O. and Teicher, J. (2002). E-government and Managerialism: A Second Revolution in Public Management. 6th International Research Symposium on Public Management. University of Edinburgh, 8-10 April, 2002.

G 8 Kyushu-Okinawa Summit, 2000 (2000), From the Global Digital Divide to Global Digital Opportunity.

**Research No: 144**

**Md. Mahamud-Ul-Hoque, Md. Nurul Amin (2006-07)**

**Assessment of Training needs the Functionaries of Field Bureaucracy: The Case of the Upazila Nirbahi Officers in Bangladesh.**

**Keywords:** Assessment, BPATC, Training needs, Bureaucracy, Government Officials, Effectiveness, Upazila Nirbahi Officers.

**Background:** The efficiency of field bureaucracy is an indispensable part of the successful implementation of public policy and programs at grassroots level. The office of Upazila Nirbahi Officer, a hub of field bureaucracy at Upazila level, is responsible to execute and coordinate various development activities as well as nation building programs for the socio-economic development of the local people. Obviously, the success of development programs depends on the functionaries of UNO office, specially the Upazila Nirbahi Officers. Unfortunately, there is a lack of need base training for the Upazila Nirbahi Officers. Training was considered to be an investment and a means to develop human resources for increasing efficiency and productivity of an organization & persons. In the above context, this study was an initiative to assess the training needs of the field bureaucracy with the special reference to the Upazila Nirbahi Officers.

**Methodology:** Data was collected from both primary and secondary sources. Questionnaire survey will be carried out for collection of primary data from Upazila Nirbahi Officers. Two Upazilas, namely, Dhamrai of Dhaka and Bhaluka of Mymensing district were considered as representative sample; as the first one was urban in terms of infrastructure facilities and communication and the second one, a typical rural one lacking such facilities. The pre-test of the questionnaire was done before finalization of the questionnaire. Secondary data was collected from the official records of the office of Upazila Nirbahi Officers and other different books and journals.

Collected data are presented in most of the cases in the form of sample frequency table. In some cases two way frequency tables are given to show the relationship between variables. Most descriptive data are presented in terms of multivariate measured as ranges and percentages. Arithmetic means of variables is calculated in order to have a comparative idea between different groups.

**Findings:** Major findings of the study were that the concerned people were not motivated in local resources mobilization, rather they were continuing to be dependent on government grants; in many cases, neither the officials nor the public representatives were aware of the implications of Upazila Taxation Rules. The total volume of grants-in-aid in Upazila was not related to the growth of population, the per capital grants-in-aid were decreasing in recent years. It was observed that the donor countries/organizations favored increased participation of NGOs in rural development particularly for the target groups. In the absence of adequate and reliable database in the Upazilas, difficulties were faced in respect of assessment of potential revenue income sources. With the inception of Upazila Parishad, rural local government body with people’s representation, the duties and responsibilities of Upazila Nirbahi Officers are more important than before. The analysis of training needs of Upazila Nirbahi Officers is very much important to design a sustainable training course of UNOs. It is observed that that Upazila Administration and Development Course for UNO would be the course title. The duration of proposed course may be two weeks with seven modules.

**Recommendations:** The major recommendations for the Upazila Nirbahi Officers in Bangladesh for making field bureaucracy effective and efficient for ensuring better service to the grassroots people; should offer a course for UNOs on Upazila Administration and Development, which help them the following way: (a) to enable the UNOs to run the Upazila Administration with Vision, Update Knowledge and competence so that they can discharge their duties with confidence; (b) To run the Upazila Administration with sufficient knowledge of the field administration specially the structure and functions of Upazila Parishad; (c) To run the Upazila Administration with a pro-poor attitude so that they can provide service to the poor people at the time of their need; (d) To run the Upazila Administration with the idea of updated government rules and laws; (e) ) To run the Upazila Administration with a feeling of importance of development coordination including GO-NGO relation with good inter-personal communication skill; (f) To make the UNOs good financial manager and development coordinator so that government allocation as well as development purpose are utilized fruitfully; (g) To run the Upazila Administration with awareness of information technology, basic civil works and land management issues; (h) To inspire UNOs to take local need base projects, which may help the disadvantage local people in future.

**References:**

Abedin, N., (1973) Local Administration and politics in Modernizing Societies: Bangladesh and Pakistan, Dhaka: National Institute of public Administration.

Ahmed, ‘I’., (2002) Local Government and Field Administration in the 21st Century: Some Reform Proposals ( In Bangla), Khulna: Rupantor.

Ali, A. M. M., (1982) Field Administration and Rural Development in Bangladesh, Dhaka: Center for Social Studies.

Ali, A. M. M., (1993), Aspect of Public Administration in Bangladesh, Dhaka: Nikhil Pakistan.

Ali, A. M. M., (2004), Bangladesh Civil service- A Politico Administrative Perspective, Dhaka: University Press Limited.

Government of Bangladesh-GOB, (1983), Manual for Thana Administration, Vol.1 Dhaka: Government of Bangladesh

Jahangir, A. K. M., (2006), Field Administration, Dhaka: Age Publication.

Jalil M. A. et.al. (1987), Training Needs Identification of Effective Upazila Administration, Savar, Dhaka: Bangladesh Public Administration Training Centre (BPATC).

**Research No: 145**

**Dr. Md. Mafizur Rahman, Md. Sanwar Jahan Bhuyan (2006-07)**

**Effectiveness of Gender Responsive Government Interventions in Secondary Education in Bangladesh**

**Keywords:** Bangladesh, Gender, BPATC, Government, Effectiveness, Secondary Education.

**Background:** Education is the backbone of a nation. Since independence in 1971, Bangladesh has been making sincere efforts to reduce gender gap in education. Empowerment of women has been more or less articulated in every five year plan of the Government. Among the gender responsive intervention in education, The Female Secondary School Assistant Programs are contributing a lot to increase female enrolment in secondary level. Government also took measures to make secondary school more female friendly by recruiting more female teachers, including female members in SMCs, building separate latrine for female students, establishing more girls schools and colleges, imparting training of those female job searchers who are ready to take teaching profession etc. As a result of government intervention in female education in secondary level, enrolment, pass out and attendance rates were increased significantly. In term of quantity, the impact of gender responsive intervention in secondary education is more or less acceptable. But it is imperative to evaluate completion rate, stagnation rate and internal efficiency of female students of the secondary education to judge the effectiveness of the gender responsive government interventions. Under this study, effectiveness of gender responsive interventions is taken and evaluated both in quantitative and qualitative dimensions.

**Methodology:** The following techniques were applied to obtain the objectives of the study: (a) Review of Secondary Information: The study was confined to analyze and review the government actions (plan, Policies, programs, projects and action plan etc.) and intervention in secondary education and training for attaining gender parity; The female enrolment, completion, stagnation, pass out rates and internal efficiency of various classes of secondary education were analyzed critically.

(b) Field Study and review of Primary Data: A rigorous effort was made to take first hand information from the stakeholders through using questionnaires, personal interview and seeking expert’s opinions, data, opinion and information were collected from 300 female students, 100 teachers, 100 guardians, 50 education managers and 5 experts covering 6 high schools from 6 administrative divisions; Stratified random sampling method was followed in this research.

**Findings:** The research findings indicate the Effectiveness of Gender Responsive Government Interventions in Secondary Education in Bangladesh depends on some major factors- low enrolment in secondary level. From statistical analysis it is revealed that the enrolment rate of female students in secondary level is not satisfactory. In 2001, completion rate for female students of secondary level was 14%, with all the sincere interventions and efforts from the government it was raised at 16.7% in 2005. In 2001, dropout rate of the female students of secondary level was 86%, with all the sincere interventions and efforts from the government it was decreased at 83% in 2005. In terms internal efficiency, which is considered as the most effective tools for measuring quality of education, is moving around 15-21 over the period of 2001 to 2005 and in everywhere the indicators of female education are graded lower than those of the male counterpart. Not only that, from the primary data, it is revealed that for getting more subventions and stipend the school authorities are giving fake information to the higher authorities. Over the period of 1996 to 2006, labor force participant’s rate for female was increased from 15.8% to 29.2%. Similarly, women’s participation in public services is increasing day by day. In respect of all classes of employee of public sector over the period of 1994 to 2002 the percentage of female employee significantly increased from 4.5% to 10.8%. Over the period of 1996 to 2006, the Crude Birth Rate was decreased to 2% from 2.5% but it is not the sole contribution of female stipend program.

**Recommendations:** The major recommendations on some broad headings are: (a) Strengthening SMCs: The potential for mobilizing community participation should be utilized in a largely non-government system through strengthening School Managing Committee; (b) Effective Measurement of Performance and Productivity: Internal efficiency rate, accepted and effective method should be devised to measure productivity of education sector. Traditional way of measuring performance on the basis of pass/fail percentage should be stopped; (c) Strategy for Quality Higher Education: Adequate resources for ensuring quality must be a central concern in the future development of higher education; (d) Devaluation of Governance and Finance of Secondary Education: It is necessary to shift operational decision to Division, Zila and Upazila levels. Education Committee should be established at the national and sub-national levels up to the Upazila to provide general oversight and guidance; (e) Establish good forward and backward linkages: Macro level HRP expert must consider this issues and government must take effective measures for improving forward and backward linkage with secondary education for quality education.

**References:**

Bangladesh Bureau of Statistics (2005 & 2007): “Statistical Pocket book, Bangladesh”, Planning Division, Ministry of Planning, Dhaka.

Bangladesh Bureau of Education Information and statistics (BANBEIS) (2006): “Bangladesh Educational statistics, 2006”, BANBEIS, 1, Sonargoan Road, Dhaka.

Chopra, R.K. (1986), Office organization and Management, Bombay, India, Himalay Publication House, India.

Government of Bangladesh and UN Country Team (2005), Millennium Development Goals Progress Report, Dhaka.

UNDP (2005), Human Development Report, 2005, United Nations Development Programs, 1 UN Plaza, New York, 10017, USA.

UNDP (2006), Human Development Report, 2006, United Nations Development Programs, 1 UN Plaza, New York, 10017, USA.

**Research No: 146**

**Mr. Md. Monwar Hossain Sarker, Mr. Shamsul Alam Khandaker (2010)**

**Disaster Management in Bangladesh: A Study of Structural Measures in Some Selected Disaster-prone Areas**

**Keywords:** Disaster, Structural Measure, Disaster-prone areas.

**Background:** This study as an attempt to analyse the implications of natural disaster in Bangladesh and its relationship to infrastructure development in particular, tried to-

1. Present a renewed perspective in infrastructure development for disaster mitigation;
2. To find out lapses in our disaster mitigation process;
3. To suggest some measures and initiatives for strengthening infrastructural growth relating to reduction of risks of disaster and its better management.

**Methodology:** This study relied on data and information collected from primary and secondary sources. Collection of data was facilitated through sets of questionnaire. Respondents were selected purposively from the following disaster prone areas-1)Patharghata of Barguna, and Kalapara of Patuakhali districts as cyclone and tidal surge-affected regions, and 2) Pansha of Rajbari and Sujanagar of Pabna districts as two severe flood-affected regions of the country. It is noted that while collecting information the smallest unit of local government (Union Parishad) was chosen as there were limitations for our accessibility to a boarder sphere owing to spectrum of multitude problems. The respondents, who responded through questionnaires involved, 1) the people severely affected in those regions; 2)the focal point of local administration i.e. the UNOs of the respective Upazilas; and 3) public representatives. Moreover, apart from the structured questionnaire interview along with telephonic communication were made with people, local elites, concerned people with disaster mitigation outside govt. administration, etc.

**Findings:** The study emerges with a bulk of findings; some important ones include the following:

* In Kalapara 26 cyclone shelters have become dysfunctional out of the total number (73) which reflects poor maintenance system over there. Which depicts that these cyclone shelters were designed and built just on the whimsical plans of building any infrastructure without justifying the purposes;
* Capacity of existing cyclone shelters is not compatible rather imbalanced with the total strength of population of both the regions;
* The dams and embankments of the region are in wretched-condition; those were unable to protect the people and soil from the severe calamities;
* Affecting people suffers from a sense of negligence and positive awareness in responding to the traditional signaling and other forecasting systems;
* The cyclone shelters are not being maintained properly;
* Owing to the lack of fund allocation proper maintenance of the cyclone shelters become difficult;
* The cyclone shelters were built following onrush of some severe natural calamities which devastated the living existence of the helpless people of our coastal regions;
* Almost half of the affected people did not take refuge in the cyclone shelters in both the Upazilas because of adversaries not conducive to even subsistence living;
* It appears that the money sanctioned for construction of this cyclone shelter was not spent practically and lacking foresightedness;
* In Sujanagar, being the most flood-prone regions of the country, there is no flood shelter constructed yet;
* No fund is reserved for these types of permanent disaster (flood) rather, allotted instantly when lives and properties of the respective region are threatened.

**Recommendations:** Based on the core findings the researchers proposed scores of suggestions of which vital ones are-

* Adequate fund should be kept reserved for cyclone and flood-prone areas, and there must be flexibility in disbursing the fund;
* The inhabitants of the affected regions should be motivated to build their houses on high altitudes that could protect themselves from the onrush of tidal surges;
* The existing dams and embankments urgently need to be renovated with optimum structural heights that can surmount the catastrophic effects of tidal surges;
* While building any dams, embankments or cyclone shelters in future earthquake and tidal surge-resistant technology must be applied;
* The stakeholders should be involved in maintaining the dams, embankments, shelter and the likes constructed for these very purposes;
* Adequate number of cyclone shelters, should be built based on the proportional ratio of population of the areas;
* As flood and river erosion are perennial in nature, authority must adopt necessary sustainable measures in advance;
* Farmers of the flood prone and saline-intensive regions need to be motivated to cultivate rice resistant both to saline water and long duration of flood;
* While combating disaster Bangladesh has to think globally; Bangladesh should open a window through which we can exchange ideas and information on global climate change and its impact.

Based on the core findings the researchers proposed a series of suggestions those, researchers hope, if taken into consideration, could help strengthening our disaster mitigation capabilities and ease the existing situation in combating natural disaster in the days to come.

**References:**

ADB, 1991. Disaster Mitigation in Asia and the Pacific, Asian Development Bank (ADB), Manila, Philippines.

Bari, Fazlul Ahmad, Kamaluddin & Nahar, Begum Nurun ed. (1994) Disaster Preparedness and management-SAARC Workshop Report; BARD, Comilla.

Carney, D. (ed.), 1998, Sustainable Rural Livelihoods: What Contributions Can We Make?, Department for International Development, London.

Rahman, M. H. (2005) Disaster Management Handbook for Bangladesh, Dhaka, Bangladesh.

Siddiqui, K. U. and Hossain, A. N. H. A. (ed.) 2006. The Impact of Floods on Bangladesh and Options for Mititagation: An Overview, In: Options for Flood Risk and Damage Reduction in Bangladesh, The University Press Limited, Dhaka.

**Research No: 147**

**Dr. M A Momen, Md. Shafiqul Haque, Md. Abdul Mannan, Anisur Rahman Khan, Afia Rahman Mukta (2010)**

**Untold Realities: Violence Experienced by Women Public Officials in Their Marital Life**

**Keywords:** Violence, Women, Public Officials, Marital Life.

**Background:** This study has made an attempt to explore the realities of domestic violence and tries to show that violence against women does not limit itself only to the lower level, only the poor or the higher level and the financially well offs. The study particularly depicts the picture of violence experienced by women public officials in Bangladesh. Public officials in the interest of the study and for specifying its reach would include BCS cadre officers, class-1 officers of government, semi-government and autonomous bodies, banks, and teachers of public colleges and universities.

**Methodology:** The specific objectives of the study are: 1) to assess the perception of both male and female public officials about spousal abuse; 2) to identify the pattern of violence experienced by women public officials in their marital life; and 3) to examine the consequences of violence experienced by women public officials in their marital life. The study looked into the issues of dominant patriarchal norms that legitimize subjugation of women at different spheres of life. The study deals with both qualitative and quantitative data. For this study 24 cases were collected from women public officials about their real life experience of spousal abuse. Primary data was collected through two sets of pre-tested questionnaires from 483 different public officials of which 325 were male and 158 were female. The Collected data was analyzed by simple statistical techniques and presented in tables.

**Findings:** Most of the cases reflect the established power and dominance of men over women in our society. In many cases, wife’s objection against husband’s behaviour results in violence of different forms. On the other hand, the cases also reflect the hidden fact that women, particularly those from the higher strata feel embarrassed to seek institutional or familial support against spousal abuse. Dowry, negligence of wife, maintaining illicit relationship even with maidservant and mistrust by the husband caused different types of violence against even a highly placed professional woman. The study also found that sometimes, women working in public offices who are the sufferers of marital violence were able to restore their right to economic dependency at the greater cost, i.e. breaking down of marital relationship.

Both male and female respondents were asked to give their opinion about the perception and experience of spousal abuse in their marital life and they were also asked to suggest as to how overcome such violence even when they are at senior positions of the service.

**Recommendations:** Responses were obtained on different aspects of violence and its consequences. The responses and case studies reveal a horrific scenario of violence both routinely and occasionally perpetrated on women. The study appreciates the complexities of the issue of spousal abuse and admits that there is no specific prescription to eliminate it at the family level but maintains that growing understanding and mutual respect between family members especially husband and wife will certainly mitigate that extent of violence.

**References:**

Abraham T (2002) Women and the Politics of Violence: Articulation and Re-articulation in Abraham T (ed.) Women and the Politics of Violence. New Delhi: Shakti Books.

Bardhan K and Klasen S (1998) Women in Emerging Asia: Welfare, Employment, and Human Development, in Asian Development Review, Vol. 16 No. 1, 72-125.

Cohen M C (2006) The Condition of Women in Developing and Developed Countries, in The Independent Review, 11 2 261-274.

Goode W (1983) Force and violence in the family, Journal of Marriage and the Family, 33 624-636.

Haider R (2000) A Perspective in Development: Gender Focus. Dhaka: University Press Limited.

WHO (2003) Domestic Violence in Rural Uganda: Evidence from a community based study. Bulletin of the World Health Organization 81.1.

**Research No: 148**

**Md. Ashraf Hossain, Md. Mahamud-Ul-Hoque, Khondoker. A. Mottaleb, AFM Amir Hussain, ANM Sajidul Ahsan (2009)**

**The Determinants of a Successful Rural Industrial cluster: The Case of the Hosiery Cluster in a Northern District in Bangladesh**

**Keywords:** Determinants, Rural, Industrial cluster, Hosiery.

**Background:** This study demonstrates that the development of local tradition-based industrial cluster is instrumental in generating employment and income opportunity for the rural poor. Using the hosiery cluster located in Kochasohor Union of Gobindagonj Upazila of Gaibandha district as a case. The study has demonstrated that the creation of employment opportunity in the industrial sector not only provides income opportunity to the poor, but it also increase investment o human capital by increasing school enrollment. This study has also made an attempt to identify the factors that influence the development of a rural industrial cluster.

**Methodology:** Researchers have collected data from producers, producers who have quit the industry, machine repairers, local elites and workers using structured questionnaires.Using primary information the study has explained how the local tradition of socks knitting in Kochasohor contributed to the development of a vibrant hosiery cluster. In developing hosiery cluster in Kochashohor, researchers have demonstrated that the role of rural transportation networks especially the role of link roads and the initiation of a specialized market in Nayarhat played important roles in the development of the hosiery cluster in Kochasohor.

**Findings:** The study also has confirmed that the initiation of a cluster is particularly important for the expansion of the industry as cluster itself creates virtual circles of further development by generating positive externalities to the producers through information spillover, enhancing the division of labour and by attracting a number of service provides to the cluster. The study found that a Dhaka-based 100 percent export orieneted sweater producer has opened a sweater production unit in Gobindagonj, because of the availability of the cheap and skilled workers in Kochasohor.

Finally, the study has tried to exhibit the role of human capital in the dynamic development of a cluster. Researchers have shown that the producers with higher level of general education adopt different upgrading efforts to produce high quality products in order to earn higher profit. Producers with higher level of general education thus play important role in the qualitative upgrading of a cluster.

**Recommendations:**Based on findings, the study suggest that to develop the existing industrial clusters in Bangladesh to create more employment and income opportunity for the rural poor, the following four steps might be taken:

1. Areas, where rural industrial clusters are located, should be linked with the local highway and road networks;
2. Specialized product based market should be initiated in the areas where industrial clusters are located;
3. Necessary knowledge and technology should be injected to the clusters to promote the quality upgrading process. In the process of transferring knowledge and technology, government organizations and international donor agencies such JICA, JETRO, UNDP and UNIDO should be involved;
4. Potential investors and other human resources should be attracted to the cluster by disseminating the success story of the cluster using media. Rural cluster based producers might also be invited to display their products in the national level trade fair.

**References:**

Abramovitz. M. 1989. Thinking about Growth. New York: Cambridge University Press.

Becker. Gary S. 1993. Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education, 3rd Edition, Chicago: The University of Chicago Press.

Grossman, Gane M., and Helpman, E. 1994. “Endogenous Innovation in the Theory of Growth.” Journal of Economic Perspectives 8 (1), pp. 23-44.

Hossain, Mahabub, 2004. “Rural Non-Farm Economy in Bangladesh: A View from Household Surveys.” CPD Occasional Paper Series No-40. Dhaka: Centre for Policy Dialogue.

Yamagata, Tatsufumi (2006). “Two Dynamic LDCs: Cambodia and Bangladesh as Garment Exporters.” July-September Issues. Economic Institute of Cambodia.

**Research No: 149**

**Md. Monwar Hossain Sarker, Md. Shafiqul Haque, Md. Abdul Mannan, Afia Rahman Mukta, Jakia Sultana (2010)**

**Post Training Utilisation (PTU) of Foundation Training Course (FTC) A Study on BCS Agriculture, Fisheries and Livestock Cadre Officials**

**Keywords:** Post Training Utilisation, , Agriculture/Fisheries/Livestock cadre, Foundation Training Course

**Background:** The study has attempted to look into the utilization of training inputs of Foundation Training Course at behavioural level by the trained probationers of BCS Agriculture, Fisheries and Livestock Cadres. The specific objectives of the study are to – 1) assess the relevance of training inputs to job, 2) measure the extent of utilization of training inputs, and 3) identify the factors that influence utilization of training in job situation.

**Methodology:** It conducts interview of 71 trained officers (64 male and 7 female) attended the 38th, 39th, and 40th Foundation Training Course (FTC) organized by BPATC. Among the probationer respondents 32, 23, and 16 belong to BCS Agriculture, Fisheries and Livestock Cadres respectively. The study also collected data from 88 district level officials through questionnaire survey of which 29, 31 and 28 represent BCS Agriculture, Fisheries and Livestock Cadres respectively.

**Findings:** The study finds that knowledge and skills, which gathered from the modules under Management Process, help most of the trainees perform their tasks to a greater extent. On the contrary, knowledge and skills gathered from modules under Development Economics and were found less helpful to them.

Looking at the application of skills from their respective points of view, the supervisors and the trained probationers opined differently about application of skills by the trained probationers in their offices. In most cases the trained officers are of the view that they are applying the gained skills from FTC in discharging their official duties satisfactory. But the supervisors evaluate the performance of the probationers as regards FTC’s skills to be less satisfactory in most cases.

The study unfolds a contradictory picture about role of FTC in changing behaviour and attitude of trained probationers while we compare the opinions of the participants as well as their supervisors. It depicts that FTC, according to the views of the participants, has been successful to bring attitudinal and behavioural changes among them and the degree of change is highly satisfactory in most cases. Contrary to their views the supervisors opined differently. To them none of the 21 behavioural and attitudinal aspects of FTC appear to be satisfactory in bringing change among the participants. The degree of change in all aspects is less satisfactory except two of them, which are even poorer that is not satisfactory.

**Recommendations:** Based on the findings, the study recommends twofold measures for effective application of knowledge, skills and attitudes gathered from FTC by the probationers.

Some measures are suggested below to make the FTC more effective to the trainees by BPATC:

1. Training needs of the new entrants to the Civil Service have to be assessed on regular intervals before imparting the training.
2. Course curriculum of FTC needs to be thoroughly revised to make it more relevant with the objectives as well as pragmatic and need-based.
3. Adequate number of practical sessions is required to be conducted in FTC to develop essential skills for teamwork.
4. Issues of ethics, morality and integrity must be properly discussed in the FTC with real life examples.
5. A blending of lecture method and practical sessions should be ensured as much as possible so that trainees can link theory into practice.
6. Selection of guest resources must be based on their knowledge and skills, not on their rank and status.
7. Sessions on Office Management and Financial Management have to be facilitated more extensively along with practical exercise.
8. Due importance needs to be given on Communicative English, need-based ICT, manner and etiquette, human qualities, and environment and disaster management.
9. A special cadre specific-module may be there in the course curriculum for each cadre as an optional one.
10. Some more special efforts to foster inter-cadre relationship need to be taken during FTC.
11. Duration of the Foundation Training Course may be increased and number of participants may be reduced as well.

For effective and efficient application of learnt KSA from the FTC, Organisations, in which trained officer belong to must take necessary measures as below:

1. A culture has to be developed in the workplaces by encouraging juniors to express their views and recognizing their views of seniors.
2. Computers with internet connectivity have to be provided to make the office computerized and automated, which will ultimately help the trained officers use their earned knowledge and skills on ICT from FTC and thereby accelerate building Digital Bangladesh, the vision set by the government.
3. All kinds of internal communications and presentations in the organization can be made in English, which will, in turn, help the trainees apply their knowledge and skills.
4. The top managers should make efforts to strengthen the intra-and inter-cadre relationships and the relationships with non-cadre officials of other departments as well.
5. Proper logistics (accommodation, telephone, mobile and vehicle) should also be made available to the junior officers.

This study could not cover each and every aspect of post-training utilization (PTU). It is indeed a highly complicated, hard and massive task. Without having baseline data on knowledge, skills and attitude (KSA) of the target population it is not possible to determine exact extent of application of KSA learn from FTC by them on return from training.

**References:**

Alam, A K M Shamsul, Momen, M A, Haque, Shafiqul and Choudhury, Irtiza Ahmed (1998) Cadre Conflict: An Investigation into Conflicts in Bangladesh Civil Service. Dhaka: BPATC.

Barmley, Peter (1986) Evaluation of Training: A Practical Guide. London: BACIE.

Hasan, Syed mahboob, Haque, Md. Shafiqul, Banik, Gour Sundar, Mannan, Md. Abul and Mukta, Afia Rahman (2009) Post Training Utilisation (PTU) of Foundation Training Course (FTC): A Study on BCS Administration Cadre Officials. Dhaka: BPATC.

Hossain, Ekram, Tareque, Mohammad and Ahmed, Nasiruddin (1992) Follow-up Study on Special Foundation Training Course. Dhaka: BPATC.

Hossain, Mosharaf and Husain Saadat (1997) ‘A Study on the Post-Training Utilisation- the Case of Thana Health and Family Planning Administrators’ Course’, Proshikhyan, Journal of BSTD, 4(2).

Jahan, Ferdous (2006) Public Administration in Bangladesh. CGS Working Paper 1. Dhaka: Brac University. [www.cgs-bu.com](http://www.cgs-bu.com)

**Research No: 150**

**Md. Morshed Alom (2012)**

**Taking Fertility below the Replacement Level: Concerns of the Rural People in Bangladesh**

**Keywords:** Fertility, Replacement Level, Rural People.

**Background:** A democratic society like Bangladesh cannot force people to confine fertility to one child. Only persuasive and motivational measures can be undertaken to make people satisfy with one child. This study was aimed to find out the concerns that induce people to have more than one child and the ways to address those concerns so that people feel encouraged and become satisfied with one child only.

**Methodology:** The research approach was inductive and grounded methods have been used for data collection and analyses. A survey has interplayed with qualitative interviews to generate findings of the study. The research started with a qualitative data collection tool. A few unstructured interviews were conducted with colleagues and relatives. The final structured questionnaire was then used for a survey in 41 Upazilas of 21 districts of the country. Besides the quantitative data collected through structured questionnaire, the researchers conducted FGDs and qualitative interviews with respondents’ representative of the target groups of the research.

**Findings:** The main findings include concerns for having more than one child and motivational factors that can satisfy parents with one child only. The chief concern of the people for having more than one child is their old age security problem. They think a son can ensure their old age security rather than a daughter. The other major concern is accidental death of children which adds momentum in having more children. Other concerns include companion of a lonely child, influence from relatives and religion, and unwillingness of the spouse to use contraceptive measures.

**Recommendations:** The respondents have identified some factors that can motivate some of them to confine fertility to one child. The main motivational factor can be providing support to the child in terms of giving it education and finding a suitable job for him/her. In case of helplessness of the parents of a single-child family, there should be alternative mechanism in the society for taking care of such parents in their old age. If the only child is a girl, then arrangement of marriage for her should be done by the state. Home delivery of desired contraceptive tools will motivate many couples to avoid unexpected fertility. Some sort of facilities for the single-child families in healthcare system and in other services provided by the state agencies or the private sector will motivate many couples to confine fertility to one child.

**References:**

Bairagi, Radheshyam (2001) Effects of Sex Preference on Contraceptive Use, Abortion and Fertility in Matlab, Bangladesh. International Family Planning Perspectives, 27 (3), 137-143.

Coale, Ansley J. (ed.) (1976) Economic Factors in Population Growth, Scotland, Thomson Litho Ltd.

Hasan Mohammad Tareq (2011) Population Control versus Population Policy in Bangladesh. The Financial Express, Dhaka, 16 July 2011.

Khan, A H (2011) Selected Speeches of Bangabandhu (Part 4). Dhaka, Bangladesh Cultural Forum.

Nabi, A. K. M. Nurun (2011) Population Management: A Springboard for Rapid Development. The Daily Star, 4 April 2011.

Rob, Dr. Ubaidur, Sprafkin, Noah (2003) Bangladesh’s Population Policy: Emerging Issues and Future Agenda. Dhaka, Centre for Policy Dialogue, Paper 23.

**Research No: 151**

**Md. Sharif Hasan, Md. Zohurul Islam, PhD, KM Abdul Kader, Md. Sabet Ali, Afia Rahman Mukta, Md. Shafiqul Haque (2011)**

**Training and Job Satisfaction for Organizational Effectiveness: An Empirical Study on Bangladesh Civil Service Officers**

**Keywords:** Training, Job Satisfaction, Organizational Effectiveness, Civil Service Officer

**Background:** The objective of this study was to find out job satisfaction-dissatisfaction impact at work place, which links to organizational effectiveness; to find out the role of training and development and its impact at work place, which links to organizational effectiveness; to find out the relationship among the variables, which have impact on organizational effectiveness; and finally to identify some key factors which will be given policy guideline for organizational effectiveness.

**Methodology:** For this study empirical data was collected from primary sources through questionnaire survey and literature has been developed from secondary sources. Officers ranging from Joint secretary to Assistant secretary or equivalent levels were the respondents for this study. Purposive sampling method was used for this study. Scale variables were used for data collection. Valid 202 sample respondents were from 17 different cadres of Bangladesh Civil Service. Reliability test has been done for validating the measured items of each variable. Statistical Package for Social Science (SPSS).

**Findings:** Study findings show that job satisfaction and T&D are the most important factors for organizational effectiveness in Bangladesh Civil Service. Training and Development is the core tool for Human Resource Development. Therefore, training and development should be given special consideration on civil service development. The study results found that job satisfaction and T&D have significant impact on organizational effectiveness. Thus, simply providing good work environment, good salary, autonomy of work, good career path of civil servant, leadership quality would be effective elements for organizational effectiveness. Supportive leadership could inspire their employee to do better work with a congenial working environment.

**Recommendations:** On the basis of analysis finding some of clustering components were identified. Study implications could be the best recommendations for this study. However, clustering components are given a suitable name as recommendations and these are follows:

* To make civil service more effective objective career planning is needed.
* Performance should be the best criteria for promotion.
* A balance salary structure would be considered for civil servants. Therefore, effective employee motivation is needed to extract optimal performance from the civil servants.
* Provide ample scope for innovativeness at workplace would enable civil servants to render better service to the citizens.
* Cooperation and friendly business relationship is important to make the organization effective. Therefore, leadership behavior would be good practice to make leader-member relationship to get better results.
* For enhancing professional knowledge, leadership quality, strategic thinking, adaptability of changing work environment and IT, motivation towards employees’ innovative thinking training and development should be given more emphasis for organizational effectiveness.

**References:**

Ali, A. M. M. S. (2004). Bangladesh Civil Service: A Political-Administrative Perspective. UPL Dhaka, Bangladesh.

Boje, D. (2001). Report from the division chair. Academy of Management Research Methods Division Newsletter, 16(2).

Cannel, M. (2009). Training: a short history. (Available at [www.cipd.co.uk](http://www.cipd.co.uk) accessed on 05/04/2011).

De Wall, A.A. (2006). The Characteristics of high performance organization, Business Strategy Series. Vol 8, No 3. Pp 179-185.

Gummesson, E. (2000). Qualitative Methods in Management Research, London, Sage.

Mangan, J., Lalwani, C. & Gardner, B. (2004). Combining quantitative and qualitative.

Vlachos, I. (2008). The effect of human resource practices on organizational performance: evidence from Greece. The International Journal of Human Resource Management, 19(1), pp. 74-79.

**Research No: 152**

**Md. Shafiqul Haque, Dr. Md. Zohurul Islam, Md. Abdul Mannan (2012)**

**Rethinking the Senior Staff Course: A Study on Participants’ Needs and Course Curricula**

**Key Words:** Participants’ Needs, Course Curricula, Senior Staff Course.

**Background:** The main focus of the study is to identify the development needs of the Joint Secretaries of Bangladesh Civil Service in order to facilitate them with some knowledge and skills through the Senior Staff Course. Thus, they will be able to ensure the provisions of effective and efficient governance for the citizens of the country, while providing policy support for their seniors.

**Methodology:** In order to achieve objectives of the study a) conducted a pilot survey with 18 participant Joint Secretaries who attended the 54th SSC. B) Based on the findings of the pilot survey, the study collected opinions from selected number of Ministers, Advisor to the Honourable Prime Minister, Secretaries and Additional Secretaries to the Government, participants Joint Secretaries of 55th SSC, representatives of international organizations operating in Bangladesh and representatives of CSOs and business organizations through a full scale questionnaire survey. Finally, the study partially validated the findings through conducting two half-day workshops with the participants of 56th and 58th SSCs. Each workshop was attended by 24 Joint Secretaries. Data of the study were analysed by simple statistical techniques and presented through tables and graphs.

**Findings of the Study:** Corollary findings of the study are presented below:

* The respondent Joint Secretaries have experienced in diversified fields.
* The most important common tasks of respondent Joint Secretaries at their offices are linked to human resource.
* Current priorities and future priorities of their ministries/organizations are related to policy, service delivery and human resource themes.
* Respondent Joint Secretaries identified some organizational needs which would help them to pursue government’s present and future priorities like domain of service delivery.
* Service delivery, policy, human resource, international linkage and relationships, and organization/institution are five key thematic areas identified as current and future priorities of the ministries/organizations by the respondent Secretaries and Addl. Secretaries.
* In order to materialise the current and future priorities of the government, Joint Secretaries of BCS have to be equipped with through knowledge and skills in the areas of policy, service delivery, international linkage and relationship, human resource and organization development.
* Some key current and future priority concerns of the ministries/organizations as identified by the Ministers/Advisors include early implementation of Nuclear Power Project, timely implementation of development programmes, substantial increase in the flow of FDI and domestic investment, maintenance of fiscal discipline and stability, resource mobilization through tax reform, automation of all service delivery, accountability and fiscal transparency, and capacity building of capital market institutions.
* The skills and knowledge required by the Joint Secretaries to deal with the current as well as future priorities can be broadly grouped under thematic areas like financial management, policy, international linkage and relationship, human resource, service delivery, project management, and organization/institution.
* SSC could introduced ‘participatory methods like MATT-2’, delivery of course contents to the participants at least 2 weeks before commencement of the course; and introduction of 2-3 days of attachment to Foreign Service Academy, Dhaka.
* Foreign Study tour could be organized within the course duration. As such, course duration will require to be increased up to 60 days.

**Recommendations:** In order to better assess the current and future development needs of participants of SSCs related to these issues of change the findings of the study indicates some essential knowledge and skills relating to seven basic themes which appear to be important as key focus areas of future SSC programmes. The contents/inputs and methods of delivery suggested here are important but not mandatory for each and every participant of SSC. In order to make the contents relevant to the participants a quick survey on their needs and adjustment accordingly are required. Seven thematic areas are: Policy, International Linkage and Relationship, Human resource, Organisation Development, Service Delivery, Project Management and Financial Management.

**References:**

Ahmed Sadiq (2010) Rising Tides, Forum, a Monthly Publication of the Daily Star, 3 (2).

BPATC (2009) Course Guidelines: Fifty-first Senior Staff Course. Dhaka: BPATC.

GOB (2003) Public Administration Training Policy. Dhaka: Ministry of Establishment.

Jahan, Ferdous (2006) Public Administration in Bangladesh. CGS Working Paper1. Dhaka: BRAC University.

Rahman, Matiur and Roy, P.K. (2009) Follow Up Study on Effectiveness of the Senior Staff Course (SSC). Dhaka:BPATC.

Zafarullah, H., Khan, M.M. and Rahman, M.H. (1997) ‘Civil Service Systems: Bangladesh’, Paper prepared for the conference on Civil Service Systems in Comparative Perspective, School of Public and Environment Affairs, Indiana University, Bloomigton, Indiana, 5-8 April 1997.

**Research No: 153**

**Banik Gour Sundar, Md. Shohel Imam Khan, Md. Shafiqul Haque, Afia Rahman Mukta, Mohammad Yusuf Ali and Mohammad Mamun (2013-14)**

**Title: Root causes of low turnover in the short courses offered by BPATC: A study on selected short courses**

Key words: BPATC, short course, mode of communication, course curricula, participatory training method.

**Background**: BPATC organized short courses such as: TOT, Project Management; Research Methodology; Human Resource Planning; Financial Management; and Environmental Management and Sustainable Development and so on. It is found that the number of trainees participated of those short courses are not in adequate in number. Thus, this study attempted to identify the root causes of low participation in BPATC’s short training courses. The specific objectives of the study are: (a) to asses the views of the clients on the importance of short courses offered to them by BPATC; (b) to explore the reasons that guide the client organizations to nominate their officials for a training course; (c) to identify the causes behind inadequate number of officials nominated for short courses offered by BPATC; and (d) to investigate the effective mode of communication of BPATC with its client organizations to obtain adequate number of trainees for short courses.

**Methodology**: This study is adopted quantitative research approach. A survey questionnaire tool is used for this study to get data and information from the respective respondents. For collecting data a closed ended questionnaire is surveyed among the representatives of client organizations who usually nominate their officials for training. Another questionnaire has also been administered among the participants of Policy Planning and Management Course; Senior Staff Course and Advanced Course on Administration and Development. This approach is adopted for the validation of data and information, because some time these courses participants are the nominating authority of selected short courses participants. Questionnaires were sent to the nominating authority by post and to the participants by individual interview. Likert scale is used for questionnaire items. Data are analyzed by SPSS and presented in quantitative (table) manner and graphical presentation as well. The sample size was 55 from nominating authority and 61 from the participants of different courses.

**Findings**: The findings of the study point out that despite being well conversant with the training activities of BPATC as well as recognizing the importance of short courses offered by BPATC it, the client organizations did not send nomination of trainees to BPATC. Basically the centre largely relies on sending request letter for seeking nomination from different organization rather developing and maintaining effective communication with them. As a result the client organizations cannot take the decisions to nominate any officials for short courses offered by BPATC. More over study result found that seeking nominating letter was not checked or monitored by the BPATC authority. Though, BPATC send yearly training calendar, but it is also not reached in time to the agencies. Furthermore, result identified that training calendar is required to be redesigned by identifying it competitors who offered similar course. Study also found that publicity was not much to seek participants for those selected short courses offered by BPATC, as other organization does for seeking more trainees. Also found that successful implementation of short course offered by BPATC, as the study identifies, the most important measures are to develop and maintain a proper communication system with nominating organizations and participants and to make the training course more participatory, need based and updated training contents; and improvement of infrastructure facilities of BPATC.

**Recommendation**: Based on study findings some recommendations are as follows:

1. Develop a strong communication network: To maximize the number of participants in short courses a strong communication network between host institute and its client organization to be developed.
2. Updating course curricula: The training contents and curricula should be targeted towards clients need based so that they can achieve their mission, goals and objectives.
3. Market survey: A market survey should be conducted by BPATC in order to identify training opportunities and sense the comparative advantage of the short courses of BPATC as well which further helps updating its training calendar.
4. Participatory training methods: To attract more participant in short courses, BPATC must give attention to participatory training methods such as role play, group exercise, study visits, case study, simulation etc. which will further attract the clients to its training progrmmes.

**References**:

1. OECD (1997). ‘Public Service Training in OECD Countries’, Sigma Papers, No. 16, OECD Publishing.
2. Islam, S. (1997). ‘Designing Curricula of BPATC Short Courses: A Case Study’ Bangladesh Public Administration Training Centre, Savar, Dhaka, Unpublished Research Report.
3. Hasan, M. M. (2009). Public Administration Training Policy and Enhancing Capacity of Bangladesh Civil Service: A Review. Unpublished Master’s Dissertation.

**Research No: 155**

**Syed Mahbub Hasan, Mohammad Amzad Hossain, AKM Enamul Haque and SM Zobayer Karim (2009-10)**

**Title: Overseas Remittances in Bangladesh: Short-run Dynamics and Long-run Implications**

Key words: Remittance, labor force migration, cointegration, direction of causality, regression, economic development, and Bangladesh.

**Background**: Bangladesh is defined as less developed country by its scarce of resources. Bangladesh is felt to attract foreign direct investment because of its less diversification and narrow base exportable, scrawny and inadequate facilities and also by declining trend of official development assistance. A positive side of economy is that remittance is earned from manpower export which brought a development of Bangladesh especially on social and economic condition. Of course the increasing trend of remittances creates new dynamism in the economy. Moreover, the resources generated from the remittances have given a new way of life to the domestic country especially the rural community of Bangladesh. It has created new employment and generating income by gearing up the rural non-farm activities shaping up the sub-sectors of agriculture, which still considered as the main way of life for the people of Bangladesh. In particular, Bangladesh is a labor surplus country. It has abundant amount of unemployed and underemployed labor both in the traditional agricultural sector and also in the modern manufacturing and service sector. Thus the country enjoys the natural advantage of exporting huge mass of this labor force to the international labor market without putting any or minimum negative impact on the domestic output. By nature Bangladesh is faced by natural calamity and permanent food insecurity caused by widespread poverty, thus the people of Bangladesh is migrating one place to another place for the means of their livelihood. This out migration is helping the country in both ways of reducing pressure on unemployment situation and by sending remittances, which is new fabric of modern life to the migrant households living in the rural areas. The objective of this study is to examine the dynamic linkage between gross national product, overseas remittance and import over a long period of time. The research questions of this study are: (1) Does the remittance has an impact on the living standard of emigrants’ family? (2) How do the emigrants’ families utilize these remittances?

**Methodology**: This study is based on both primary and secondary data. The sources of secondary data are used for this study from Bangladesh Bureau of Statistics (BBS), Bangladesh Bank (BB), Bureau of Manpower Employment and Training (BMET), Ministry of Finance, Government of Bangladesh, Internet and other publication.

Quantitative primary data is collected from questionnaire survey method. 170 households in different regions of Bangladesh are selected as random basis for this study. An Econometric E-views statistical tool is used to analyze time series data and primary data.

**Findings**: From demographic data analysis it is found that out of 170 emigrants more than 90% of the workers migrated to the Middle East countries. Result also revealed that more than 90% of sample are staying abroad at lest 10 years. Demographic result also found that those migrant workers are unskilled mostly very small sections are found skilled and semi-skilled. Regarding educational qualification of the migrants workers, it is shown that a significant portion of the workers have very low levels of education. Result revealed that only 10 percent of the workers got training before migration while the rest 90 percent emigrated without received any formal training. As a result the migrants are getting low wages or salary. Even as they are unskilled, sample shows they are engaged in odds and low paid jobs.

This study is used econometric model to measure GNP remittances and imports variables are tested for the unit roots by ADF test. Test result indicates that all the considered variables are non-stationary at their levels. It is found that the variables LNGNP, LNREM and LNIMP are integrated in order. Johansen and Juselius test of cointegration found that GNP, remittances and imports are cointegrated. In this study Granger Causality Test is done and found that unidirectional causality running from remittances to import.

**Recommendation**: Increasing trend of remittances creates new dynamism in the economy, thus friendly and customer focused attempts should be taken by the government to increase more remittances. An initiative should be taken by the government to make skill manpower as per Middle East countries demand. A safety investment environment should be ensured for promoting local business which at the long run will increase the GNP in the country. Attempts should be taken for increasing remittances which will lead to uplift GNP.

**References**:

1. Ali, S. A., (1981). *‘An Analysis of the Institute of Home Remittance by Bangladeshi Workers Abroad on the National Economy in Labour Migration from Bangladesh to the Middle East’*. The World Bank Staff Working Paper 454, Washington, D.C.
2. Hossain, M. A., Shams, N. A., and Habib, W. (2007). ‘Gross National Product, Overseas Remittances and Causality in Bangladesh: A Bivariate Analysis’. *The Jahangirnagar Economic Review,* Vol. 17, June 2007.
3. Johansen, S. (1988). ‘Statistical Analysis of Cointegrating Vectors’. *Journal of Economic Dynamics and Control*, Vol. 12, pp.231-254.

**Research No: 156**

**Dr. Khondoker Abdul Mottaleb, Md. Shafiqul Haque, and Md. Morshed Alam (2009-10)**

**Title: Socio-economic Background of the Civil Servants of Bangladesh: An Explorative Study**

Key words: Evolution of Civil servants, Demographic characteristics, Socio-economic status, Bangladesh.

**Background**: Civil servants are the vital agent or catalyst for the development of Bangladesh, and also they are agency for implementing government policy, rule and regulation regarding socio-economic development. Today’s civil servant is inherited from the British colonial era. Bangladesh Civil Service is emerged after 1971. After independence, Bangladesh simply adopted the Pakistani system of Bangladesh civil service. In 1972, there were 24 ministries in Bangladesh Secretariat. The ministries and departments were functioned under the secretariat instruction 1976 and the ‘Rules of Business’ was framed for maintain office procedure.

It is found that in the Pakistan Civil Service (CSP), the CSPs were from typical family background. Moreover, previous study result found that two thirds of CSP recruited in the five years after 1951, came from the families whose household heads were government clerks. On the other hand, Bangladesh civil servants are mostly from the urban areas, and they tend to be isolated from the common people. However, the study objectives are given below.

The specific objectives of this study are:

1. To depict the background of the civil servants by explaining the information on parents, and grandparents’ profession and economic status;
2. To explain the demographic background of the civil servants;
3. To assess the trend of rural-urban participation in the civil service of Bangladesh; and
4. To portray the expected background of their future spouses and parents in law.

**Methodology**: A quantitative semi-structured questionnaire survey method was used for this study. Sample is selected purposively. Bangladesh Public Administration Training Centre (BPATC) organizes young civil servants training called Foundation Training Course (FTC). For research convenience this study is interviewed the sample civil servants who were the participants of the different FTC courses organized by BPATC. Sample was consists of seven BCS batches those were: 18th, 20th, 21st, 24th, 25th and 27th batches. A total of 571 trainee civil servants were interviewed from these batches.

**Findings**: The major findings based on primary data analysis are given below:

1. The study results found that participation rate in civil service from Dhaka has been increasing, while participation rate in civil service from Sylhet Division is low.
2. More than 50% of civil servants are coming from urban areas. Rate of participation in rural areas is less and decreasing as well.
3. It is found that the level of education of the respondents’ parents and grandparents are relatively high.
4. The study confirms that the rich and urban based families have been increasingly attracting to the civil service.
5. The result found that the civil servants in Bangladesh are generally highly educated mostly with post-graduate level.
6. It is found that the majority of the civil servants have studied in Humanities as their major.
7. It is found that the majority of the civil servants are satisfied with their present job.
8. Spouses of the civil servants are also highly educated of whom more than 50% have post-graduate level of education.
9. Study result found that male civil servants expect that their spouses must have the graduate level of education at the minimum. Female civil servants, on the other hand, expect that the spouses must have post-graduate level of education at the minimum.
10. Most of the sample male and female civil servants expect that their father-in-law will be service holder in the government sector.
11. This study found that a significant number of civil servants participated in the Foundation Training Course comparatively at their old age.

**Recommendation**:

1. This study clearly demonstrates that the rural representation in the civil service is showing a decreasing trend. This finding indicates rapid urbanization of the rural areas, if is so, then the concern may be ignored, but if it is a result of alienation of the rural people because of the commercialization of education system, which creates tension in the society. Thus, the participation of the rural meritorious people into civil service should be encouraged through facilitating higher education in the rural areas or by implementing some special provision in existing recruitment policy.
2. Necessary action should be taken to ensure that the civil servants can participate in the FTC just after joining the civil service. The designated Ministry should try not to send civil servants to field administration before their Foundation Training. At the same time physical capacity and human capacity should be strengthened to ensure imparting timely training to newly joined BCS officials.
3. As the study report demonstrates that the female participation in the civil service is alarming low, thus study findings supports the female quota system in the BCS recruitment policy in Bangladesh.

**References**:

Ahmed, Ali. 1968. Role of Higher Civil Service in Pakistan. Dhaka: National Institute of Public Administration.

Ahmed, Chaudhuri Muzaffar, 1969.The Civil Service in Pakistan. Dhaka: National Institute of Public Administration.

Ali, A N M Shawkat. 1993, Aspect of Public Administration in Bangladesh. Dhaka: Nikhil Prakashan

**Research No: 157**

**Shah Mohammad Sanaul Hoque, Najmus Sayadat, Mohammad Enamul Kabir and AKM Moriruzzaman (2009-10)**

**Title: Role of ICT Related Micro-enterprise Initiatives in Transforming Rural Bangladesh**

Key Words: Role, ICT, Micro-enterprise, Bangladesh government, Vision 2021.

**Introduction**: The government of Bangladesh has pledged to build Digital Bangladesh by 2021. This slogan was announced as Vision 2021 of Bangladesh Government. This vision incorporated the idea of poverty reduction and human development through ICT introducing. Thus this vision captures people’s imagination and now it has turned into a central theme in all sorts of planning at the national level. Despite these backdrops, all sorts of ICT activities including the e-Governance initiatives have intensified. The government has a keen interest to connect all the citizens and deliver its services through electronic channel to the doorsteps of the citizen. The kind of infrastructure and preparedness on both the supply side and recipient side that are required is not yet there and thus limiting the accessibility of the citizens at large. Moreover, such a technology-intensive task at hand cannot be completed in a short period of time. As a result, reaching the citizen across the country poses a serious challenge for the government towards realizing the Vision 2021.

Government started embracing ICTs environment, ICT based automation process within Government led to introduction of e-Government. As a result, new services are made ready to be delivered through electronic channels. However, large section of the people was found not ready to get these services online. Affordability and technology orientation of the people were not up to the acceptable level to carry out these activities. Therefore, some NGOs and private entrepreneurs came forward to fill the vacuum and offered the services of telecentres. NGOs in Bangladesh introduced micro-enterprises like telecentres during 80s with a view to facilitate sharing of knowledge and information among community members. However, Dhaka Ahsanin Mission, D-Net, KATALYST, Digitl Equity Network (DEN), Grameen Phone and some other NGOs launched telecentres are operating telecentres in different mode and models. By realizing the importance of connecting people through electronic channel the Government has taken steps to establish 1000 telecentre like micro-enterprises within 2010. The study will explore the following objectives:

1. To explore the role of ICT related micro-enterprises in alleviating poverty in Bangladesh;
2. To examine the potential of ICT related micro-enterprises of bring outlet for delivery of e-Government services to the rural people;
3. to investigate public and private service-initiatives which could be delivered to the rural people via telecentres;
4. to identify the business prospect and sustainability of ICT related micro-enterprise in Bangladesh; and
5. to find out policy guidelines for e-Government and Digital Bangladesh initiatives considering the citizens expectations and capacity of micro-enterprises.

**Methodology**: This study is based on questionnaire survey method. A structured questionnaire was developed for collecting information on current service delivery and capacity of the teleceentres (micro-enterpreneur). Apart from questionnaire survey group discussion and interview techniques were used in this study. The sample size was 65 as respondents and numbers of telecentres were 51. Basically data was collected from Division such as: Dhaka, Rajshahi, Chittagong, Barisal, Sylhet and Khulan. the respondents were from citizen, visitors and beneficiary.

**Findings**:

* Telecentres have little to do for delivering services from its outlet, and there is not much demand and also not many government services are ready to be delivered through ICT, especially for rural people.
* A few government services like SSC and HSC results which draw a lot of visitors to the telecentres when results are published.
* Results discovered all the respondents opined that they have felt substantial influence of telecentres in their economic, social and family life.
* Study result found that telecentre is playing a substantial role in reducing poverty and bringing change in the development mosaic of region.
* Study identified some of problems faced by the telecentres are: electricity, financing, technology services, connectivity and availability of trained human resources.

**Recommendation**:

* All the ICT related micro enterprises operated by the government and private sectors should be considered as joint change initiator in rural Bangladesh. Lessons learned should be shared without prejudice.
* Government should form a cell in the Ministry of Science, Information and Communication Technology which will be devoted to maintain database of all telecentres; communicating and networking with the centres; guiding the centres to deliver information and services to realize national goals.
* In addressing power failure solar power and other alternative power sources can be offered with government subsidy mechanism.
* Connectivity must be made available at an affordable price to the telecentres as well as partnership should be promoted for developing appropriate contents for rural Bangladesh.

**References**:

D.Net Annual Report, July 2005-June 2006.

Bangladesh Telecentre Network Website:www.mission2011.net.bd. Accessed on 15 April, 2010.

Clarke, George, and Scott Wallsten. (2004). ‘Has the internet increased trade? Evidence from Industrial and Developing Countries.’ World Bank Policy Research Working Papers 3215, World Bank, Washington, DC.

**Research No: 158**

**Hussain Jamil, Ram Chandra Das, Md. Golam Mahede (2009-10)**

**Applicability of Total Quality Management (TQM) in Administration: A Study on Kaizen Action Plan Implemented in the Field Administration.**

Keywords: BPATC, Total Quality Management, Kaizen, Administration, Japan, Japan International Cooperation Agency (JICA).

**Background:** Total Quality Management, commonly known as TQM- is an effective method of modern management system. TQM is defined as a quality-centered, customer-focused, fact-based, team-driven process to achieve an organization’s strategic imperative through continuous development. The term KAIZEN is one of the key words in TQM. KAIZEN is a Japanese term, which stands for continuous improvement. According to TQM, Kaizen action plan is the plan to develop something continuously. It has emphasized to start development of something from a very small area and expand as best as possible according to the capability of the implementer. Actually the concept Kaizen is equally applicable from very small context to the highest level, from personal life to national life. The approaches of TQM in the industrial sector of Japan have brought an enormous development in their economy. This concept is one of the basic tools of their development. Japan has also applied this method in their public service sectors and subsequently achieved very good results. BPATC, as the apex training institute in the public service sector in Bangladesh, is pioneering to popularize TQM concept in Bangladesh.

**Methodology:** The study was an explanatory and descriptive in nature. Both primary and secondary sources were used to collect necessary data. The targeted area of the primary data was Upazilas where a TQM course was completed. Primary data was collected from six Upazilas of six divisions through structured questionnaire using the sample survey method. To conduct the study, relevant secondary data were obtained from Improving Public Service through TQM Project. All the participants of TQM short courses completed the Work Improvement Action Plan. The research team visited the Work Improvement Action Plan, Mentors report and Review Materials etc. Survey and focus group discussion methods were used also applied for collecting data. The team also studied related books, Journals and the Internet Materials.

**Findings:** The research findings are: TQM courses is an important management approach for civil service, but most of the civil servants of our country generally do not know about it; TQM trained officials have significantly improved the standard of their service delivery; Participants have developed their efficiency and skills; A positive change has been achieved by the officers, who have taken TQM training and it has been measured by the increment of KPI. TQM can change the mindset of officer and they can build team-spirit among their other colleagues; Office environment has been improved and officers are now cleaner than past after practicing the ‘5S’ in offices; Officers are also more cordial to the clients in providing services, in many cases delaying tendency has been reduced and thus services rendering standard has been improved; Beneficiaries are getting better services from the TQM trained Upazila offices and also interested to be involved in TQM process.

**Recommendations:** The major recommendations are: (a) More KAIZEN Action Plan: It is observed that more than 90% participants improved the standard of their service delivery. So more KAIZEN Action Plans should be implemented by the Upazila level officer in different part of their service delivery; (b) TQM Training: The Upazila level officer did very well to serve their clients after TQM training and 86% participants’ recommended TQM training for their other colleagues; (c) TQM in Public Administration: For improving public services, TQM has been recognized as a good management tool and 90% of participants have recommended that TQM should be incorporated in Public Administration; (d) Budget for TQM Cell: Special Budget should be allocated for TQM Cells; (e) Rewarding System: Officers, who will be able to implement repeated Kaizen initiatives in their work places, could be given Kaizen Role Model Award and may be considered for overseas exposure visits; (f) Special Campaign to Change Mind-set among Beneficiaries: Like service providers, campaign could be taken to change the mindset of beneficiaries to build-up an amicable relationship between service provider and service receivers; (g) Kaizen Competition: it is the competition among circles, which can create a healthy competition among employees. It will be able to encourage employees to perform better.

**References:**

Bangladesh Society for Total Quality Management (BSTQM) Available at <http://www.bstqm.org/index.php>, accessed on date: 02-11-2012

Guidebook for Learners: Shorts course on Improving Public Service through Total Quality Management (TQM), (2010), Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka and Japan International Cooperation Agency (JICA).

Guidebook for TQM Trainers/Mentors and Course Management: Shorts course on Improving Public Service through Total Quality Management (TQM), (2010), Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka and Japan International Cooperation Agency (JICA).

Haque, A. K. M. E. and Islam, M.Z., Improving Union Parisad Activities through Total Quality Management (TQM) in the Union Parisad Training Manual (ISBN: 978-984-33-5363-4) National Institute of Local Government (NILG), Dhaka, 2012.

[http://www.articalebase.com/management -articles/introduction-and-implementation-of-total-quality-management-tqm-an-overview-608115.html](http://www.articalebase.com/management%20-articles/introduction-and-implementation-of-total-quality-management-tqm-an-overview-608115.html), Accessed on 02-11-2012

Mannan, M.A. and Ferdousi, 2007, Essentials of Total Quality Management. The University Grant Commission of Bangladesh, Dhaka, Bangladesh.

Training Materials: Short Courses on Improving Public Services through Total Quality Management (TQM), (2010), Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka and Japan International Cooperation Agency (JICA).

**Research No: 159**

**Syed Mahboob Hasan, Md. Shafiqul Haque, Afia Rahman Mukta, Md. Abdul Mannan (2009-10)**

**Training Needs Assessment of Foundation Training Course**

Keywords: BPATC, Training, Administration, Assessment, Foundation Training Course (FTC)

**Background:** Effective and efficient service delivery to the people is a constitutional obligation of every public servant of Bangladesh. Level of satisfaction of service recipients- the citizens is one of the key indicators of effectiveness of service delivery by the public servants. ‘In Bangladesh, public satisfaction with essential public sector services is quite low and common citizen are quite unhappy with the indifferent, discourteous, arrogant and corrupt behavior of public servants’ (Zafarullah et al., 1997 cited in Haque, 2001:104). The reasons for this impression are not a simple equation; there may be many factors responsible for this situation. One reason, perhaps, is the lack of a specific strategic approach of government which, in turn, has been caused by lack of proper initiative at national consensus building on core governance issue. Other reason, possibly, is the ineffectiveness of training imparted to them by different public sector training institute. Hence, the new entrants of BCS, as a part of the policy implementation process at grassroots levels of the country, can play a vital role to deal with the core governance issues in order to ensure effective and efficient service delivery to the citizen. The study aims at identifying the learning needs of the probationers of BCS. So the study mainly focused on redesigning the existing curricula of Foundation Training Course at BPATC.

**Methodology:** The methodologies of the study are: (a) Piloted an open ended questionnaire among the participants of 44th FTC to identify the generic role of probationers of different cadres. (b) On the basis of the feedback obtain from the pilot survey the questionnaire was restructured and finalized. (c) Another questionnaire for the supervisory officials of the probationers was also pretested; Primary data were collected through two sets of pre-tested structured questionnaires. (d) One questionnaire was administered among the probationers who attended 45th FTC. A total of 242 participants responded to this questionnaire. (e) Data were also collected from the participants of 48th and 49th FTC through group discussions. (f) Opinions of supervisory officials of probationers were also collected by another set of pre-tested questionnaire. A total of 225 supervisory officials of 24 cadres working at district level offices responded to the questionnaire. Data of the study were analyzed by simple statistical techniques and presented through tables and graphs.

**Findings:** The study finds that probationers mainly perform the tasks related to Office Management. The study also notice that significant number of abilities related to job, individuals and clients are required by the probationers. The study further identifies some issues of knowledge related to Office management and HRM, Important Laws, Rules and regulation, Team Building, History, Information Collection and Report Writing and ICT which are important to a probationer. The study gives emphasis on some necessary behavioral issues required by the probationers. Most of the behaviors, which are related to job, individual and clients, are defined as highly important to a probationer in order to the tasks effectively and efficiently. BPATC is the pioneer training institute in the public sector of the country. Since its inception, the Centre has been organizing Foundation Training Course (FTC) for new recruited officers of Bangladesh Civil Service. Of course, FTC, to some extent, helps the probationers perform a wide range of tasks.

**Recommendations:** Foundation Training Course involves a process of providing the probationers of BCS with knowledge, skills and behaviors to perform their tasks effectively and efficiently. It helps develop appropriate attitude and willingness to achieve organizational goals and bring about required change in attitude of the probationers for the benefit of the organizations they are working for. It also prepares the probationers to keep pace with the development of the country. Imparting FTC effectively and efficiently requires equipping the probationers with knowledge, skills and behaviors to meet their organizational needs. Considering the learning needs of the probationers of BCS as identified by themselves and by their supervisory officials, the study recommended a list of some abilities, knowledge and behaviors which could be infused to the probationer of BCS through forthcoming Foundation Training Course. Curriculum development Committee of BPATC may consider the recommendations of the study and redesign the existing curricula of FTC.

**References:**

Alam et al. (1998) Cadre Conflict: An Investigation into Conflicts in Bangladesh Civil Service, BPATC, Dhaka.

Ali, A. M. M. S. (1982) Field Administration and Development in Bangladesh, Dhaka, Centre for Social Studies, Dhaka University.

Ali, A. M. M. S. (2004), Bangladesh Civil Service: A Political-Administrative Perspective, UPL, Dhaka.

Ali, M. Hossain, Islam, Md. Shirajul and Quader, Muhammad Abdul (1998) Effectiveness of Foundation Training Course, BPATC, Dhaka.

Armstong, M. (2001) A Handbook of Human Resources Management Practice, London: Kogan Page.

Arora, Romesh K. and Hinger, Asha (ND) Administrative in India: Developmental Challenges and Institutional Change.

GOB (2003), Public Administration Training Policy, Dhaka: Ministry of Establishment.

Hasan el. (2008) Post Training Utilization (PTU) of Foundation Training Course (FTC): A Study on BCS Admin Cadre Officials, Dhaka: BPATC.

**Research No: 160**

**Shah Mohammad Sanaul Hoque, Md. Sanwar Jahan Bhuiyan, Md. Zohurul Islam and Tanjur Ahmed Joarder (2009-10)**

Title: e-Governance Training Need for the Senior Level Officials (Joint Secretary) of Bangladesh Civil Service

Key Words: e-Governance, Bangladesh Civil Service, Training, Senior Level Officials, BPATC.

**Background**: Public sector organizations are the hub for citizen service delivery. On the other, common citizen/people are getting services from public sector organizations. Now-a-days, technology driven and globalization made our life easy and faster, thus introducing technology in public sector organizational process is one of the steps of reform for public management. Governments’ in developing countries are seeking a framework for increasing efficiency, reducing corruption and improving accountability standards. Therefore, e-Governance in public organization could become the corner stone of electronic age. However, e-Governance can play vital role and transform the way the services are delivered as well as change by dynamics of the relationship between governments and citizens. eGovernment requires an e-government infrastructure, vertical and horizontal relationship among government agencies, business enterprises, multilateral organization, citizens and civil society, which required civil servant or public servant new mindset, knowledge and skills. Finally, e-government success is depended with e-readiness of Bangladesh civil servant. Senior Civil Servants are the key policy maker for the government. They are holding senior positions of ministries in political government. Bangladesh Public Administration Training Centre organized a training course for the senior level government officials called Senior Staff Course (SSC). The objective of this study is to identify and assess the training needs of the participants of SSC to modify the ICT related curriculum of SSC; specifically to identify the relevant area of knowledge and skill of the SSC participants towards ensuring eGovernment; to determine and identify the training module for SSC to manage eGovernment and to suggest for policy guideline.

**Methodology**: This study is quantitative in nature. A structured questionnaire survey method was used for this study. A purposive sampling method was used and respondents were Government Civil Servants who were holding Joint Secretary status at different ministries and department. For determining sample size widely used in social research Yamane (1967) formula is used for this study. Exploratory factor analysis is used to identify the factors which are essential for eGovernment skill and knowledge as capacity development tool for senior level civil servants.

Findings:

1. Descriptive statistics reveals that among the four major variables such as: ICT skill, eGovernment Management capacity, eGovernment skills for organizational level and Proper attitude for eGovernment have significant relationship and those are found important for senior level civil servants.
2. The Pearson correlation result confirmed that all the variables are having with relationship of senior level BCS officials.
3. Exploratory Factor Analysis method is used to identify the dimensions of eGovernment training areas for the Senior Level Civil Service of Bangladesh. In this study, Principal Component Analysis (PCA) is actually performed and received 8 factors. Those are: (1) knowledge on using ICT; (2) Knowledge on internet and web portal; (3) Presentation skill; (4) Basic knowledge and skill on ICT; (5) Leadership skill on managing ICT/eGovernment; (6) eService and eProcurement for eGovernment; (7) Skill and knowledge on using analytical statistical tools; and (8) Knowledge on webpage maintaining. These 8 factors are basically related to eGovernment skill, knowledge, attitude which is important for eGovernment management.

Recommendations: on the basis of analysis the following recommendations are set out for consideration in modifying ICT related module of SSC:

1. Training Need for Individual Level Skills: SSC participants need to undergo practical training on MS processing, preparing power point presentations, desktop publishing, database creation, producing spreadsheet, internet browsing, download documents from website, website development, website maintenance, uploading pages to the web server and insert web links.
2. Training Need for eGovernment Management Knowledge: As per findings Joint Secretaries have low level of knowledge on concept of eGovernment, networked government, MIS and data based decision making, managing intranet and web portal, business process reengineering, and knowledge in ICT project management. Thus, training programme to be designed including with those components.
3. Training need for eGovernment Management Skill: Skill to be enhanced on the following aspects: Using MIS and data base decision making; eProcurement for procuring goods and services for the organization; business process reengineering; providing e-Service for the citizen. On those components Joint Secretary are having poor skill. So, their level of skill in management of eGovernment in own organization must be developed to the professional level.
4. Developing Leadership Quality for Managing ICT and eGovernment: Leadership quality has to be developed for the senior level government officials for managing ICT, eGovernment and change management. Thus, SSC curriculum/course content to be considered with those components.

References:

Basu, S. (2004). E-government and developing countries: An overview. *International Review of Law Computers and Technology*. 18(1), pp.109-132.

Hair, J.F., Anderson, R.E., Tatham, R.L., Black, W.C., and Babin, B.J. (2006). *Multivariate Analysis*. Prentic-Hall Inc., (6th Edition).

Nunnally, (1978). *Psychometric Theory*, McGraw Hill, New York.

UNDP (2008). Training Needs for Civil Servants for E-Government Capacity in Bangladesh, Monash University GSB.

**Research No; 161**

**A.Z.M. Shafiqul Alam, Md. Akram Hussain, Banik Gour Sundar, Md. Sanwar Jahan Bhuiyan, Md. Shafiqul Haque (2010-11)**

**Evaluation of Regional Exposure Visits of Core Courses at BPATC**

Keywords: BPATC, Evaluation, Regional Exposure Visit, Core Courses, Foundation Training Course (FTC), ACAD, SSC.

**Background:** Government of Bangladesh has given priority on human resource development (HRD) through training for the civil servants to keep abreast with the new knowledge, skills and attitudes so that they can deliver effective and need-based service to the clients. Corresponding to the priority of the government, Bangladesh Public Administration training Centre (BPATC), a non-profit and service-oriented organization, imparts career development training to the civil servants of all levels both at home and abroad. The Centre conducted three core courses namely Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD) and Senior Staff Course (SSC). The overseas study visits organized by the SBPATC Project aim to facilitate international exposure to participants of three core courses and concerned faculty members to gather experiences of best practices of Public Administration from developed and developing countries.

**Methodology:** The study is based on quantitative method It has been conducted through questionnaire survey among the participants of SSC, ACAD, and FTC organized by BPATC as well as their supervisor. Individual survey was arranged to collect data from respondents. For this study the target population was drawn from participants of FTC, ACAD and SSC who attended overseas visits as a part of training courses. The research considers the participants of 56th-58th SSC, 78th-84th ACAD and 48th-50th FTC. Research team distributed a pre-tested questionnaire among all participants of overseas visits of the said courses conducted during the financial year 2011-2012. We received 301 filled in questionnaires from them. Another set of pre-tested questionnaires sent among the 100 supervisory officials of the participants who took part in overseas visits. The questionnaires were shared with the experts. For secondary data research team consulted relevant research reports, Books and documents. Research team also solicited expert opinions starting from the proposal preparation phase up to report writing phase. The research team scrutinized all collected primary data and analyzed them by SPSS 12.0 and presented them in tables and graphs.

**Findings:** The study found that changed mindset was evident in the behaviors of the officers after the visit. It also increases their confidence label. This type of foreign exposure visit improves the knowledge base of public officers. The experiences of foreign visits have broadened the mindset and outlook of the participants which helps them to make decision in office as well as personal life. BPATC authority deserves appreciation for organizing such type of visits. BPATC should continue this project that contributes significantly to uphold overall standard and mindset of the officers.

**Recommendations:** The studies suggested some pragmatic recommendations which are: (a) all officers should prepare papers on the basis of the tour and present their papers individually in presence of all concerned at BPATC. (b) The participants of Advanced Course on Administration and Development (ACAD) and Senior Staff Course (SSC) are from civil administration and armed forces divisions. It contributes significantly to improve civil-military relations by developing interaction as well as bond among them. Overseas study visit will be more useful and effective one, if there is a visit program to any of the arm forces installations of the country of visit. (C) Duration of the visit should be extended to 15-20 days. Developed country may be selected for foreign exposure visits. (d) There should be joint collaboration with the counterpart government organization. (e) The program should be more intensive. There should be more emphasis on learning compared to reaction. Combination of class room discussions and visits to organizations for experiencing best practices can be the learning strategy of the overseas visits. The class room activities can be designed comprising workshop, experience sharing sessions, sharing best practices etc. by the high officials of the visiting countries. (f) Group-wise presentation on specified learning areas in feedback seminar is the best way to cross sharing of knowledge. Every officer should be given one task on the basis of overseas study/visit to implement in his/her arena. (g) Overseas study visit should take place in those countries which are similar to our country in respect of socio-economic conditions or the countries which are developing in a steady way and the study visits should be arranged during the course period so that the participants can compare the efficiency level of Bangladesh and country visited.

**References:**

Alam et al. (1998) Cadre Conflict: An Investigation into Conflicts in Bangladesh Civil Service, Dhaka: BPATC.

Ali, M. Hossain, Islam, Md. Shirajul and Quader, Muhammad Abdul (1998) Effectiveness of Foundation Training Course, Dhaka: BPATC.

Armstrong, M (1999) A Handbook of Human Resources Management Practice, Seventh Edition, London: Kogan Page Limited.

Arora, Ramesh K., and Hinger, Asha (1981) Administrative Training in India: Developmental Challenges and Institutional Change, Hong Kong Journal of Public Administration, 3(1). Pp. 90-109.

Hasan, Syed Mahboob, Sundar Gour, Haque Md. Shafiqul, Md. Abdul Mannan amd Mukta, Afia Raman (2009) Post Training Utilization (PTU) of Foundation Training Course (FTC): A Study on BCS Administration Cadre Officials, Dhaka: BPATC.

Shams, Khalid and Hossain, Mosharaf (1981), Assessment of Post Training Utilization. COTA Bulletin, 4(2).

**Research No: 162**

**Alam, A.Z.M Shafiqul, Husain, Md. Akram, Baki, Abdul, Bhuiyan, Md. Sanwar, Haque, Md. Shafiqul (2009-10)**

**Evaluation of IAP, PIP, SPIP undertaken and implemented by BCS officials under MATT2 Development Programme.**

Key Words: Evaluation, PIP, SIP, IAP, MATT-2, Policy Implication.

**Background:** The [MATT 2](http://www.matt2.org/about_us.php?c_id=matt2) programme was expected to generate performance improvement at the highest levels of the civil service and across all Ministries. It introduced experiential learning approach that allowed its participants to think out of box in order to identify and implement their team and individual projects which were considered as vehicle for change. The main focus of the study was to assess the current status of the PIPs, SPIPs and IAPs. These PIPs, SPIPs, and IAPs, were the vehicles by which the participants were supposed to achieve most of the objectives of the MATT2 programme. The specific objectives include (i) assessing the current status of selected PIPs, SPIPs and IAPs implemented by MATT2 participants; ii) assessing the replicablity of the PIPs and SPIPs; (iii) exploring the factors that led to non-implementation, if any, of PIPs, SPIPs and IAPs (iv) recognizing the strength(s) and weaknesses (s) of MATT2 Development Programme; and (v) suggest policy implications, if any.

**Methodology:** This evaluative study was based on qualitative method. It has been conducted through explorative visits on the location where selected PIPs and SPIPs were implemented. PIP batches 1 to 32 were considered for sample and 32 cases of PIPs were selected taking one from each batch. For SPIPs, group1 to 14 were considered and 14 SPIPs were selected (one from each batch). For selection of cases stratified random sampling was followed. This study also arranged Focus Group Discussions (FGDs) and conducted an open ended questionnaire survey. Collected data were analysed with qualitative, quantitative, and graphical terms to assess the status of PIPs, SPIPs and IAPs and their sustainability, identify the strengths and weaknesses of MATT2 development programme as well as its extent of influence in developing reform-minded civil servants.

**Findings:** The findings of the study showed that of 32 PIPs, 17 were fully implemented while 14 were implemented partially and one PIP was not implemented. Nine PIPs were running fully while four partially sustained. 18 PIPS did not sustain. Of 13 SPIPs six were fully implemented while the rest seven were partially implemented. In regards to sustainability 5 SPIPs sustained and 3 partially sustained. Replication status was poor, only one was fully replicated and other one was partially replicated. The cases also revealed that PIPs and SPIPs, those had little focus and implemented in specific organizations, created demand by their internal and external clients, obtained institutional support and sustained. On the other, PIPs/SPIPs, those were widely focused and not specific to any organisation were not sustained and replicated. The cases also revealed that absence of monitoring mechanism, diversified team members, lack of support and ownership from top, failure to bring all stakeholders on board resulted in partial and non-implementation of PIPs and SPIPs selected for the study. Neither team members nor the MATT2 authority attempted to develop any institutional mechanism for monitoring the PIPs/SPIPs in order to make them sustainable as well as replicable.

In the FGDs, the study obtained feedback of 59 PIPs and 9 SPIPs. Out of 54 PIPs, 46 were fully implemented, 10 were implemented partially, 3 PIPs were not implemented, 23 PIPs sustained of which 6 were replicated and 5 teams developed monitoring mechanism. On the other hand, of 8 SPIPs, 6 were fully implemented, 3 were implemented partially, and 5 SPIPs sustained of which one was replicated and 2 teams developed monitoring mechanism. Besides the PIPs and SPIPs the study received feedback on 63 IAPs. Of them, 58 were fully implemented, 3 were partially implemented, 2 were not implemented, 16 IAPs sustained. The reasons for the PIPs, SPIPs and the IAPs being partially successful or unsuccessful include absence of monitoring mechanism, lack of commitment among team members, lack of support from the top, non-availability of land for public convenience, lack of technical support, lack of funds, profit motive of local NGOs, transfer from the location of IAP etc.The study found that MATT2 development programme was well-structured and result-oriented, and it was a unique programme with a combination of both theory and practice. It helped the participants formulate, design and implement a project.

It facilitated to build team spirit among them and opportunity to build and demonstrate leadership quality. It also helped develop pro-people attitude among the participants. Furthermore, it helped the participants identify the root causes of a real problem and address the issue instantly. Moreover, it also helped generating innovative ideas and use SWOT, PEST & SMART methods to analyse the problem they identified. MATT2 Indeed created huge scope for improving presentation and communication skills especially in English, which in turn enhanced the participants’ confidence level. The REV, MATT2 Facilitators, punctuality and discipline played a pivotal role in the successful completion of their projects.

However, MATT2 was not without its weaknesses too. Absence of monitoring mechanism in MATT2, lack of resource, non-transparent evaluation system was heavily frustrating for its participants. The PIP team formation and project selection were not proper and all members of the project team were not equally committed. There was little scope to actively involve all stakeholders i.e., head of the office or institution. MATT2 authority was identified as rigid and bearing autocratic attitude. Time constraint, tightly scheduled programme and difference of opinions among the facilitators on PIPs preparation stage created confusion among the PIP team members.

Despite insignificant rate of sustainability and replicablity of PIPs, SPIPs and IAPs MATT2 programme infused some skills among the participants. These skills included teambuilding, problem identification, project formulation, clients’ needs assessments, presentation skills, and proficiency in English language. It also jerked the mindset of the civil servants towards effective service delivery to the client citizens.

**Recommendations:**

In spite of all limitations, the study suggests following issues for consideration in order to utilize the learning from MATT2 project:

In order to develop team building skills all public training institutions should introduce experiential learning approach. BPATC could also introduce projects in ACAD and SSC similar to PIP. Further, mind mapping techniques could also be incorporated in the course curricula. To this end course curricula need to be thoroughly revisited and redesigned after certain intervals so that the participants can derive the benefits of the MATT Programme. In order to make the training programme result-oriented, action plan similar to IAP could be introduced in ACAD and FTC. An effective monitoring mechanism has also to be developed for sustainability of those projects. In this respect, ministerial support has to be ensured in the process of implementing all these programmes mentioned above. There has to have the provision of mentoring the projects undertaken by the participants of these courses and the mentors have to have incentives for so doing.Special measures have to be undertaken by the Ministry of Public Administration for the PIPs under implementation by MATT Batches 39 and 40 and recognize their efforts by providing feedback to the PIPs and also by providing certificates to them. MATT2 development programme spent huge resources in terms of both time and money. Therefore, an impact assessment study could be undertaken by independent third-party to explore the value for money spent against it.

# Bibliography:

Chonlasin, [Voravate](http://extension.ait.ac.th/staff/voravate-chonlasin) (2011). Changing the mindset of Civil Servants on bringing Public Administration Reform: Sharing the Bangladeshi experience. [http://extension.ait.ac.th/page/changing-mindset-civil-servants-bringing-public-administration-reform-sharing-bangladeshi-exper. Accessed on 27062014](http://extension.ait.ac.th/page/changing-mindset-civil-servants-bringing-public-administration-reform-sharing-bangladeshi-exper.%20Accessed%20on%2027062014)

Haque, Mohammad Ashraful (2012). Performance Appraisal System of Bangladesh Civil Service: an Analysis of its Efficacy. *International Public Management Review, 13(1), pp.38-59*

Jacobs, Colin (2009) How to bring about change in the Bangladesh Civil Service? Attempts to change mindsets, behaviours and practice. *Public Administration and Development, 29(3),218-227*

Kirkpatrick, Donald L. and Kirkatrick, James D. (2009) Evaluating Training Programme, Third Edition. San Francisco: Berrett-Koehler Publishers. [www.bkconnection.com](http://www.bkconnection.com)

Majeed, Rushda (2011) Energizing the Civil Service: Managing At The Top2, Bangladesh, 2006-2011. *Innovations for Successful Societies*. Princeton University, accessed at <http://www.princeton.edu/successfulsocieties> on 28052014

MATT2 Batch1, PIP Team-A (2007). Synopsis of PIP **Title: Day-care Centre at Head Office, LGED, Agargaon, Sher-e-Bangla Nagar, Dhaka.**

<http://www.matt2.org/PIP_Batch_01_A_Synopsis.php?c_id=progresstodate>**. Accessed on 15.02.2014**

MATT2 Batch10, PIP Team-C (2008), Team Report on “**Introduction “IT” in Class VI: A Pilot Project in Mohammadpur Model School and College”**

MATT2 Batch11, PIP Team-C (2008), Team Report on “**Developing Computer based Leave and Supplementary Merit Records for the Promotion Process at RAJUK”.**

MATT2 Batch12, PIP Team-H (2009), Team Report on “**Facilitating Client friendly process (using Pension Section as a Pilot Mechanism) in the Ministry of Establishment”.**

MATT2 Batch13, PIP Team-A (2009), Team Report on “**Facilitating the Process of Court Cases of the Ministry of Establishment for Public Interest”.**